



FUTURE READY OREGON ANNUAL REPORT

ORS 660.415

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PREFACE

Future Ready Oregon (Senate Bill 1545, 2022) is a \$200 million workforce development investment in Oregon. Its goals are to address labor shortages faced by businesses while opening doors for Oregonians' to well-paying careers. It emphasizes industry sectors with high demand, high wage jobs and communities with longstanding barriers to education and the economy. The industry sectors are healthcare, manufacturing, technology, and construction, and the communities are ten Priority Populations: communities of color, women, low-income communities, rural and frontier communities, Veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon's nine federally recognized Tribes, individuals who disproportionately experience discrimination in employment on the basis of age, and individuals who identify as members of the LGBTQ+ community. The investment is divided into eight programs that both build on existing infrastructure and develop innovative strategies to maximize effectiveness. The programs are administered by the Oregon Higher Education Coordinating Commission (HECC), the Oregon Bureau of Labor and Industries, and the Youth Development Oregon division of the Oregon Department of Education. These agencies work in collaboration with the Oregon Workforce Talent Development Board, the Oregon Employment Department, and numerous local organizations. The investment is funded with state and federal resources that must be expended by December 31, 2026.

The legislation requires the HECC to compile and submit a report evaluating the investment's progress and impacts to the Governor and Legislature each year. This is the fourth such report. It presents the state economic and educational landscape in which Future Ready Oregon operates, analyzes the progress and outcomes of the investment overall and of each of its eight programs to date, and makes recommendations for the coming year and future investments.

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

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EXECUTIVE SUMMARY

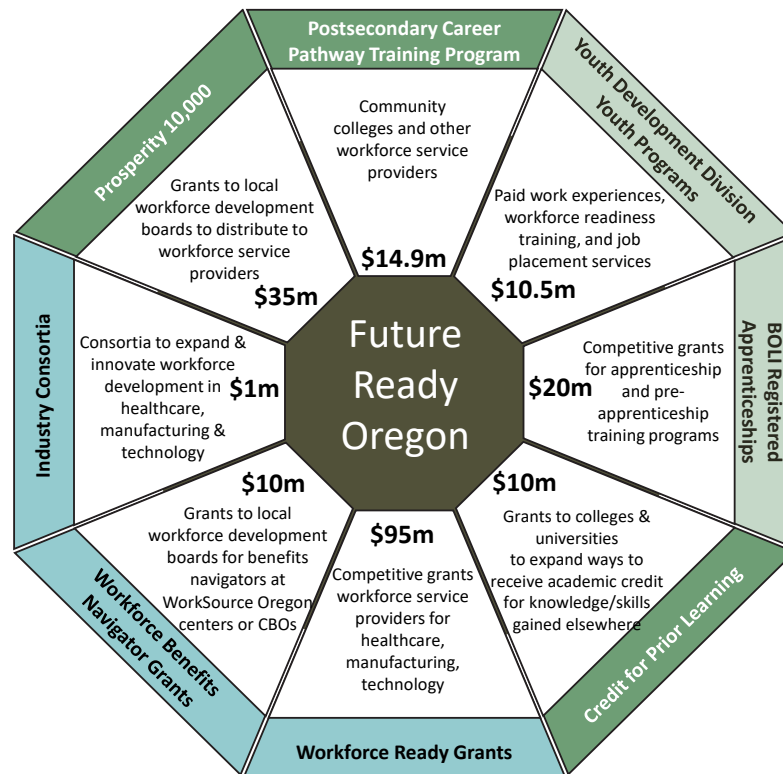
INTRODUCTION

In 2022, as Oregon began to recover from the COVID-19 pandemic and the resulting economic challenges, the state continued to grapple with longstanding inequities within its economy and education systems and with worker shortages stemming from long-term declines in labor force participation. Many of the communities' hardest hit by the pandemic were also facing significant employment barriers, while numerous businesses struggled to find sufficient workers, a need that was projected to grow. In response, the Oregon Legislative Assembly enacted Senate Bill (SB) 1545, which Governor Kate Brown signed into law in March 2022. This legislation, known as Future Ready Oregon, allocated \$200 million toward new workforce development initiatives, with a focus on the healthcare, manufacturing, and technology sectors. It aimed to enhance existing workforce infrastructure and introduce innovative programs in order to boost economic prosperity in the state and to foster equity within Oregon's workforce system.

The goal of expanding economic prosperity in Oregon is complex and multifaceted. It encompasses raising individual incomes, meeting the labor needs of various employers and industries, and enhancing the state's competitiveness through a bigger, more skilled, and more diverse workforce. Oregon, like the rest of the nation, has experienced historically low labor force participation rates since the Great Recession in 2008 alongside similarly low unemployment levels. The interplay of low labor participation and unemployment has indicated significant potential for workforce growth in Oregon. However, simply having low unemployment has not been enough to attract more individuals into the labor force; innovative strategies have been needed to engage and upskill more people. By investing in workforce system innovations and expansions, Future Ready Oregon was designed to bring new individuals into the labor market and to enhance career opportunities for both new and existing workers. Promoting equity within Oregon's workforce system is a necessary part of this process, and the legislation emphasizes ten specific groups that have faced marginalization in employment as well as in education and training programs. These ten Priority Populations are communities of color, women, low-income households, rural and frontier regions, veterans, individuals with disabilities, those who are currently or formerly incarcerated, members of Oregon's nine federally recognized tribes, individuals who face disproportionate discrimination based on age in the workplace, and members of LGBTQ+ communities.

Future Ready Oregon includes eight programs that focus on various aspects of Oregon's workforce development system while forming a coordinated, multi-faceted initiative aimed at promoting equitable economic prosperity. These programs are managed by the Higher Education Coordinating Commission (HECC), the Bureau of Labor and Industries (BOLI), and Youth Development Oregon (YDO), in collaboration with the Workforce Talent Development Board, the Oregon Employment Department (OED) local workforce development boards, community colleges, public universities, and community-based organizations. It is funded through two limited-duration sources: Oregon General Funds from the 2021-23 biennium and federal funds from the American Rescue Plan Act (ARPA).

The figure below details the initiative’s eight programs. Five build on existing infrastructure and initiatives (shown in green), while three introduce new activities and structures (shown in blue). All programs are to develop innovative strategies to engage Oregonians. Two programs, Credit for Prior Learning and Industry Consortia, are focused exclusively on building infrastructure; the other six also offer direct services to Oregonians. Those in blue and dark green are administered by HECC.



REPORTING REQUIREMENT

The statute mandates the HECC to prepare and submit a comprehensive annual report to the Governor and Legislature assessing the performance and outcomes of the Future Ready Oregon investment (Section 12 of SB 1545, 2022; Oregon Revised Statutes, ORS, 660.415). The statute includes a list of requirements for the report that fall into three broad categories, within which there are multiple specific requirements and analyses that apply to the investment as a whole, the individual programs, and the different Priority Populations. The groups of these requirements are:

- A. Program-level information about the allocation of funds and the program’s work, including specifics about participants served, services provided, and participants’ employment outcomes, for each of the eight Future Ready Oregon programs and overall;
- B. State-level information about the labor force, economic trends and projections, and educational trends and projections, compared with Future Ready Oregon participants, to assess program contributions to the economy and education; and
- C. Recommendations for future workforce development investments.

METHODS

The reporting requirements for SB 1545 (2022) are based on existing data and on data collected specifically for reporting and evaluation of Future Ready Oregon. Data collected about Future Ready Oregon participants include their identities with the Priority Populations and information that allows for matching participant data with other data sources to track employment and educational outcomes. Grantees are mandated to ask participants for this information, but participants are not obligated to answer any question, as there are no eligibility criteria for participating in Future Ready Oregon-funded programs. The HECC Office of Research and Data provides trauma-informed training and materials to facilitate this sensitive data collection.

Employment data come from Unemployment Insurance records submitted by employers to the OED. These records include details about jobs held by participants, such as quarterly wages and hours worked. Employment outcomes—including job placements, hours worked, and wages earned—are determined by matching the social security numbers (SSNs) of Future Ready Oregon participants with their Unemployment Insurance wage records. Therefore, SSNs are crucial for obtaining and evaluating employment and wage outcomes. However, SSN is also the data element most commonly not reported by participants. Only about half of participants (58 percent) reported their SSN. The amount of missing data varies significantly by program, and the absence of SSNs limits understanding the economic outcomes of Future Ready Oregon.

Data on program development and progress are derived from quarterly performance reports submitted by grantees, along with meeting notes, minutes, presentations, impact statements from grant administrators, focus groups, close-out reports, and narratives detailing individual participant experiences shared by grantees and local workforce development boards. Additional information regarding educational outcomes, labor force dynamics, and Oregon populations comes from federal and state government records outlined in the report.

We use these data to fulfill the reporting requirements and to examine the progress and impacts of the eight programs and of Future Ready Oregon as a whole. We ask the following questions:

- Does Future Ready Oregon lead to greater economic prosperity?
- Does Future Ready Oregon lead to greater equity?
- Is Future Ready Oregon Effective?

FINDINGS

Economic and Educational Landscape

Oregon's economic and educational landscape reflects both encouraging advancements and ongoing challenges in workforce development, including for Future Ready Oregon. The demand for more workers remains high as overall labor force participation stays low. Future Ready Oregon has succeeded in engaging a larger share of Priority Populations, including Communities of Color, rural and frontier residents, youth, and women, relative to their representation in the broader labor force. However, older Oregonians remain an underrepresented but needed group of workers. Moreover,

the initiative has reached individuals who were previously unserved by the other primary publicly funded workforce development program, Title I of the federal Workforce Innovation and Opportunity Act.

Future Ready Oregon prioritizes workforce development in high-demand, high-wage sectors such as healthcare, manufacturing, and technology. While these industries are projected to grow strongly through 2033, the near-term outlook is less certain due to recent changes in federal policy, budget considerations, and trade issues, particularly within the export-reliant manufacturing sector. The healthcare sector faces rising demand for services driven by an aging population, alongside increasing worker shortages as current employees retire. Many of the roles expected to grow the most require postsecondary education and training. Future Ready Oregon has made initial progress in raising educational attainment, as 19 percent of participants had earned credentials by June 2025.

Future Ready Oregon Overall

As of June 30, 2025, Future Ready Oregon has served 27,434 unique participants, reflecting a 93 percent increase from the previous year as the final and largest round of funded grants got underway. The participants represent a diverse cross-section of Oregon's population and include all Priority Populations at higher levels than their representation in the population as a whole except for older adults and Veterans. Virtually all participants come from low-income backgrounds, and more than half represent communities of color.

Future Ready Oregon does not limit the number of services available to participants; many programs provide comprehensive support to enhance workforce readiness. As of June 30, 2025, the initiative has delivered 82,670 services, averaging three per participant. Commonly offered services include career coaching (20,252 services to 25 percent of participants), general career exploration (10,098 services to 19 percent), and workforce development training (9,060 services to 26 percent). Completion rates for shorter services, such as career coaching and general career exploration, hover near 100 percent, while longer services like paid work experience maintain an 85 percent completion rate. Additionally, Future Ready Oregon has invested over \$12,446,733 in wraparound support services, including more than \$8 million for tuition and benefits, resulting in a median investment of \$878 per participant.

Employment outcomes are promising. Three-fourths of participants (74 percent) who were not employed at the start became employed after services, and most found jobs within one or two quarters. Those who were employed at the start of services experienced wage gains; their median quarterly wage rose by \$1,670, and their median hourly wage rose from \$18.10 to \$21.36. For businesses and industries, many trained Future Ready Oregon participants in healthcare, manufacturing, and technology have obtained credentials, helping to alleviate labor shortages. The healthcare sector gained at least 1,360 workers from Future Ready Oregon programs, while manufacturing added at least 341 workers, though these numbers are an undercount, as nearly half of workers did not report their social security numbers and cannot be identified in the labor force. Despite these positive outcomes, there are limitations. The inconsistency in social security number reporting across programs restricts the ability to track all of these employment outcomes comprehensively, and the findings may not fully represent all participants.

Specific Programs

The analysis of activities, outcomes, and participants indicates that all programs successfully reach Priority Populations, achieve high service completion rates, and contribute to employment and wage gains. Future Ready Oregon's priorities equity, economic stability, and focus industry sectors are widely reflected in the results. Overall, the outcomes for each program are positive.

Prosperity 10,000. This \$35 million program directs Oregon's nine local workforce development boards to fund grants for workforce service providers and community-based organizations to enhance capacity and deliver direct workforce development services. These services included career coaching, education and training, paid internships, scholarships, on-the-job training, and comprehensive support like childcare, housing, transportation, and technology assistance. It is the only Future Ready Oregon program with specific performance goals, and it has nearly met or exceeded these goals at this point. The program served 9,730 participants in just over three years, achieving 97 percent of its participant goal. Among those reporting their gender, 45 percent identified as women, close to the target of 50 percent, and nearly all participants (93 percent) identified with one or more Priority Populations in addition to low income. The overall service completion rate was 97 percent, well above the program's 80 percent goal. Initial employment outcomes showed that 80 percent of participants who were unemployed before joining the program secured jobs, which is also above the target of 75 percent. Participants' median hourly wages meets the wage goal and increased from \$18.78 to \$22.45. Finally, grantees collected SSNs at high rates, which makes all of these employment outcomes generalizable. This funding is set to conclude on June 30, 2026.

Career Pathways. Oregon's community colleges were eligible for \$14.9 million in grants to expand Career Pathways programs. These programs connect targeted student support with education and training that builds stackable credentials and advances careers in specific occupations or sectors. With funding through June 2023, the Career Pathways program served 5,568 participants from summer 2022 to June 2025. Nearly all (91 percent) identified with one or more Priority Populations, in addition to low-income. All students received some form of intensive support services; these vary by community college. By June 2025, half of the participants earned a certificate or degree, and initial employment outcomes were promising. Among those not employed before enrolling, 73 percent became employed afterward. Among those who were employed, median hourly wages increased from \$17.42 to \$21.72. These positive results are generally applicable to all Career Pathways participants. While many programs struggled to collect SSNs from students, additional data from community colleges filled in gaps.

Registered Apprenticeships. BOLI was allocated \$20 million to fund grants for developing healthcare and manufacturing apprenticeships and pre-apprenticeship training programs in healthcare, manufacturing, and construction. Apprenticeships offer paid work experience paired with classroom instruction to earn credentials, and pre-apprenticeships provide career advancement opportunities through simulated labs, field trips, and guest speakers. The program's implementation faced challenges due to lengthy registration processes for new apprenticeships, and few pre-apprenticeship participants continued into apprenticeship programs. However, by June 2024, the

program served 1,223 participants, 89 percent of whom identified with one or more Priority Populations. The program's overall service completion rate was also 89 percent. Employment outcomes for Apprenticeship participants are promising, with nearly two-thirds (62 percent) of those who were unemployed before training securing jobs afterward. Participants' median hourly wages increased significantly, from \$17.25 to \$21.88. These results are based on data from 61 percent of participants who reported SSNs; they can be cautiously generalized to all Apprenticeship participants. This funding was fully utilized by December 31, 2024.

Youth Programs. YDO was allocated \$10.5 million to fund community-based initiatives aimed at supporting youth who are disengaged from educational and employment opportunities. The program's goal is to enhance workforce readiness and facilitate reengagement through services such as outreach efforts, academic remediation, support for diploma and GED completion, mentoring and coaching, career exploration, and paid work experiences. By June 2025, Youth Programs served 3,970 participants, and nearly all (91 percent) identified with one or more Priority Populations in addition to low-income. The overall service completion rate was 92 percent, with most services achieving high completion rates. In the coming year, the program will focus on improving on-the-job training, workforce development training, and career coaching, all of which had lower completion rates, as well as increasing the utilization of support services. While employment outcomes appear promising, they are not generalizable due to low rates of reporting SSNs. This funding was fully expended by June 30, 2025, and while no new participants will be added, the impact on those served will continue to be monitored.

Credit for Prior Learning. HECC was allocated \$10 million in 2022-23 to support grants for community colleges and public universities aimed at building capacity for credit for prior learning assessments as well as enhancing their methods for awarding and reporting Credit for Prior Learning. A significant achievement of this Future Ready Oregon investment is the new reporting of student-level data on credit for prior learning from community colleges for 2024-25. At the public universities, results show increases in both the number of students and the proportion of new students earning credit for prior learning, regardless of whether they received grants. Additionally, grant-receiving public universities experienced a larger increase in credits earned in the types of prior learning most relevant to adults, whereas students from universities that did not receive the grant primarily awarded credit for prior learning from high school, i.e., Advanced Placement and International Baccalaureate.

Workforce Ready Grants. This program is the largest of the Future Ready Oregon programs and contains \$95 million for the HECC to provide grants for innovative education and training programs in the healthcare, manufacturing, and technology sectors, in partnership with the Industry Consortia and other Future Ready Oregon collaborators. The program encompasses both capacity-building initiatives and direct services for Oregonians. Across three rounds of grants, it served 8,046 participants through June 2025, and 87 percent identified with one or more Priority Population in addition to low-income. The overall service completion rate was 92 percent. Employment outcomes are positive but not generalizable, less than half (42 percent) of participants reported SSNs. However, from the smaller group of participants with SSNs, results show that 55 percent who were unemployed before receiving services secured jobs afterward, and median hourly wages rose from

\$18.97 to \$21.20 for those who were employed before participating. This funding is set to conclude on June 30, 2026.

Industry Consortia. The Industry Consortia focus on the healthcare, manufacturing, and technology sectors by bringing together industry leaders, labor representatives, education and training providers, and community-based organizations to strengthen and plan workforce development in these sectors. The consortia are tasked with assessing workforce needs, identified high-value credentials, develop effective recruitment and retention strategies, and enhance access to education and training opportunities. They have successfully implemented various strategies to achieve their goal of systemic change in workforce development, including funding strategies, review of relevant research and data, setting priorities for the last round of the Workforce Ready Grants, gathering employer feedback, studying successful innovations and practices in workforce development programs, and making greater equity and inclusion goals of workforce development. Their comprehensive efforts are laying a strong foundation for lasting transformation. However, meaningful change will require years of sustained effort and funding, making the consortia's work thus far groundwork for that change. This program will continue to be supported by HECC staff.

Workforce Benefits Navigators. HECC was allocated \$10 million to partner with local workforce development boards for the implementation of Workforce Benefits Navigators at WorkSource Oregon one-stop centers and community-based organizations (CBOs) across the state. These Navigators serve as a single point of contact, connecting individuals with available resources, support services, and education and training opportunities related to workforce development. Since launching the program in 2024, it has served at least 1,506 participants. Administrators emphasize a tailored, trauma-informed approach that meets individuals where they are and addresses their specific needs. This funding is set to expire on June 30, 2026.

IMPLICATIONS

Collectively, these findings point back to the questions posed in the introduction of this report.

Does Future Ready Oregon lead to greater economic prosperity?

Evidence from the first four years of Future Ready Oregon indicates that the investment is yielding positive outcomes, with nearly 30,000 Oregonians accessing workforce development and support services. Many programs show high job placement rates exceeding 70 percent, participants usually finding employment within six months, and wage gains. We found that participants previously employed before engaging with Future Ready Oregon experienced a median gain of \$3.26 per hour. Many trained participants in healthcare, manufacturing, and technology have obtained credentials, addressing labor shortages in these fields. Overall, the program is helping existing workers secure better-paying jobs and new career opportunities that align with employer needs. However, the extent to which these successes affect statewide metrics remains a question and requires tracking outcomes at least through the completion of the program next year. In addition, the absence of SSNs for nearly half of participants limits a full understanding of the economic impacts.

Does Future Ready Oregon lead to greater equity?

Evidence is also positive for this goal of Future Ready Oregon. Nearly all participants belong to low-income households, and 91 percent identified with one or more of the remaining Priority Populations. Beyond participation, the programs show consistently high service completion rates across all Priority Populations. This consistency reflects the effectiveness of grantees and agencies in engaging communities and providing equitable services. Moreover, median hourly wages increased for every Priority Population after program participation, and job placement rates are also high or moderately high among all groups. Together, these findings indicate that Future Ready Oregon is contributing to greater equity in Oregon's workforce development system. Grantees report that strong partnerships and flexible funding helped them engage participants from Priority Populations. Collaborations with community organizations enhanced outreach efforts and tailored services to meet specific needs. Involving individuals from Priority Populations in the co-creation and delivery of workforce training ensured that programs were relevant and responsive to community challenges.

Despite these positive outcomes, challenges remain. Notably, older Oregonians are underrepresented among Future Ready Oregon participants compared to the general population and the labor force. Engaging workers aged 40 and up is necessary for strengthening Oregon's economy, especially as the state's population continues to age.

Is Future Ready Oregon effective?

While outcomes will continue to develop as the program progresses, there is growing evidence of Future Ready Oregon's effectiveness that extends beyond the individual results described above. This evidence is in the extent of participation, the innovation of programming, the collaboration across separate entities, and the use of support services. Expanding workforce training to new Oregonians is essential for addressing labor shortages and fostering an equitable system, and this year's report reveals that Future Ready Oregon has successfully reached individuals previously unserved by Title I of the federal Workforce Innovation and Opportunity Act. Evidence of innovation is widespread in individual grantee programs and in efforts for broader systemic change, such as those implemented by the Industry Consortia. Partnerships across education and training, labor, business, and community organizations have led to more information sharing, access to workforce development access, and successful training. Finally, grantee feedback points to flexible funding for wraparound services as a central cause of high participation and completion rates.

However, this effectiveness is limited by the scale of the results thus far. For example, Future Ready Oregon initiatives added at least 1,360 new workers to the healthcare industry and at least 341 to the manufacturing sector. While these figures are undoubtedly an undercount because many workers did not report SSNs, the healthcare industry is projected to have 15,400 openings over the next decade, while manufacturing expects 11,800 openings. Addressing labor needs of this magnitude will require sustained investment, particularly in the manufacturing sector.

In the coming year, the evaluation of Future Ready Oregon's effectiveness will continue to be a focus. With fuller data to track outcomes, we will analyze longer term employment outcomes to gain a better understanding of the impact on labor force growth and workforce development.

Additionally, we will assess the effects of new partnerships on aligning employer needs with workforce development providers.

RECOMMENDATIONS

Future Ready Oregon's workforce development initiatives have extensively reached priority populations, but they have engaged a relatively small proportion of Oregonians aged 40 and older. This age group faces a risk of discrimination and is an important part of addressing the state's labor shortages. The proportion of middle-aged and older Oregonians is expected to grow significantly by 2030, resulting in more workers retiring without a corresponding increase in younger adults to fill those roles. Thus, Oregonians aged 40 and up are needed to help bridge this gap, particularly in rural areas. With the right strategies, both those who are underemployed and those who are currently employed can upskill and achieve greater economic stability. Therefore, we recommend that current grantees and future state investments explicitly focus on this age group.

Recommendation: Intensify outreach and engagement efforts to adults ages 40 and older.

Expanding the collection of SSNs is essential to measure the full impact of Future Ready Oregon. Grantees have collected SSNs from only about half of participants, but without SSNs, tracking employment and educational outcomes becomes virtually impossible. The underreporting masks how many new workers the program has added to healthcare and manufacturing, to address regional shortages, or to the labor force as a whole. It limits programs' ability to make informed improvements and the state's ability to make informed investments. For participants, some programs lack sufficient SSN reporting to draw conclusions about the employment rates and wage gains they might expect. To ensure comprehensive evaluation, we recommend that ongoing programs in 2026 enhance their collection of participants' SSNs.

Recommendation: Increase reporting of social security numbers to measure employment and educational outcomes.

Strong outcomes in Future Ready Oregon appear to stem from two key themes: the availability of wrap-around support services and the development of new partnerships. Even when participants do not require additional support, the availability of wrap-around support services has transformed grantee interactions by empowering them to engage more meaningfully with participants and build relationships that lead to better outcomes. Grantees have also formed new partnerships that broaden their expertise, and these partnerships have aligned training more closely with industry needs and outreach efforts more closely with Priority Populations' needs. As a result, grantees created more effective workforce training than they could have achieved alone. To build on these consistent impacts, we recommend prioritizing community-centered and person-centered approaches, including partnerships and wraparound support services, in current and future workforce development design and delivery.

Recommendation: Use community-centered and person-centered approaches to workforce development, including partnering with local organizations and maximizing use of wraparound support services.

Future Ready Oregon has demonstrated strong outcomes and reached more individuals than the state's previous workforce development system. Participants who were previously unemployed have quickly found jobs, and those already employed have seen wage gains. Furthermore, these results hold across Priority Populations, and participants across all programs are more diverse than the overall labor force. However, Oregon still faces significant labor shortages, and Future Ready Oregon is set to expire on December 31, 2026. We recommend the state consider additional investments in innovative and equitable workforce development initiatives to extend these innovations further. Future Ready Oregon's success in reaching previously uninvolved Oregonians and its positive employment outcomes for both new and existing workers suggest it as a model for addressing ongoing labor shortages. Any future investments should prioritize proven strategies from the most successful Future Ready Oregon programs, emphasizing partnerships, wrap-around support, outreach to Priority Populations, and the collection of SSNs for impact assessment.

Recommendation: Extend investment in equitable and innovative workforce development, drawing on successful models and insights to maximize labor force expansion and economic prosperity for all Oregonians.

CONCLUSION

This year's findings regarding Future Ready Oregon reveal encouraging outcomes and trends. They indicate that the program is on course to fulfill its goals for individual Oregonians, as well as address needs in the state's economy. While there is room for improvement in the upcoming year, these promising results signal the investment's positive impact. Moreover, the findings underscore the ongoing demand for workers in Oregon, which is expected to persist well beyond the current investment timeline. We will continue to monitor Future Ready Oregon's impacts and the anticipated need for workforce investments in the coming years.

ACKNOWLEDGMENTS

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ABBREVIATIONS

Abbreviation	Abbreviated Term
ACA	Affordable Care Act
AP	Advanced Placement
ARPA	American Rescue Plan Act
ATD	Apprenticeship and Training Division
BOLI	Oregon Bureau of Labor and Industries
CBO	Community-Based Organizations
CCWD	Office of Community College and Workforce Development
CP	Career Pathways
CPL	Credit for Prior Learning
CTE	Career and Technical Education
HECC	Oregon Higher Education Coordinating Commission
IB	International Baccalaureate
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, and Others
OED	Oregon Employment Department
OHSU	Oregon Health Sciences University
ORS	Oregon Revised Statute
P10K	Prosperity 10,000
SB	Senate Bill
SSN	Social Security Number
WBN	Workforce Benefits Navigator
WRG	Workforce Ready Grants
WTDB	Oregon Workforce and Talent Development Board
YDO	Youth Development Oregon

CHAPTER 1: INTRODUCTION

BACKGROUND

In 2022, as Oregon emerged from the COVID-19 pandemic and its associated economic challenges, the state faced an unpredictable economy, an ongoing shortage of workers from long-term declines in labor force participation, and deep-rooted disparities in the economy and education. Communities hardest hit by the pandemic also encountered the greatest employment barriers, and many businesses struggled to find enough workers, with these shortages expected to grow. In response, the Oregon Legislative Assembly passed [Senate Bill \(SB\) 1545](#), which Governor Kate Brown signed into law in March 2022. Known as Future Ready Oregon, the legislation allocated \$200 million towards workforce development. It aimed to strengthen existing workforce infrastructure while introducing innovative approaches and programs to boost economic prosperity and promote greater equity within Oregon's workforce system.

Future Ready Oregon attempts to expand prosperity in Oregon in interconnected ways. It includes increasing individual worker incomes, meeting the labor demands of employers and industries, and making the state more competitive through a more diverse and robust workforce. Like the nation, Oregon has experienced historically low labor force participation since the Great Recession of 2008, despite maintaining low unemployment rates. This combination suggests there is significant potential for workforce growth; however, low unemployment alone has not been enough to draw more people into the labor force. Therefore, different strategies to engage and upskill workers are essential. By investing in workforce system innovation and expansion, Future Ready Oregon seeks to attract new workers and to enhance career pathways for both new and current workers.

Achieving greater equity within Oregon's workforce system is a necessary part of expanding the labor force and fostering workforce innovation. Reversing longstanding declines in labor force participation is not possible without engaging communities that face consistent barriers to economic prosperity. To this end, the legislation emphasizes ten specific communities that have been marginalized in employment, education, and training opportunities. These Priority Populations include communities of color, women, low-income households, rural and frontier communities, veterans, individuals with disabilities, current and formerly incarcerated individuals, members of Oregon's federally recognized tribes, members of LGBTQ+ communities, and those who face discrimination based on age.¹ Future Ready Oregon aims to develop new processes and infrastructure to engage these underserved communities both in the short and long terms.

Future Ready Oregon's \$200 million investment draws on two temporary funding streams: Oregon General Funds from the 2021-23 biennium and federal American Rescue Plan Act (ARPA) funds. It consists of eight programs, each highlighting different elements of Oregon's workforce development system, yet collectively forming a coordinated, multi-layered effort to foster equitable economic growth. These programs are managed by the Higher Education Coordinating Commission (HECC),

¹ LGBTQ+ refers to lesbian, gay, bisexual, transgender, queer, and other non-cis-gender and non-straight identities.

the Bureau of Labor and Industries (BOLI), and Youth Development Oregon (YDO),² in collaboration with the Workforce Talent Development Board (WTDB), the Oregon Employment Department (OED), local workforce development boards, community colleges, public universities, and community-based organizations.

Legislation mandates that the HECC annually prepare and submit a report to the Governor and Legislature reporting the performance and outcomes of the Future Ready Oregon initiative (Section 12 of SB 1545, 2022; Oregon Revised Statutes, ORS, 660.364). This fourth annual report documents overall progress and achievements in each of the eight programs and for the investment as a whole and positions them within the broader economic and educational trends of the state. As required in the statute, it assesses progress based on program implementation, participant numbers, services delivered, and employment outcomes. The report concludes with insights and recommendations based on these findings.

FUTURE READY OREGON PROGRAMS

Future Ready Oregon's eight programs range in funding and timelines. Table 1.1 provides an overview of the programs, their administering agencies, total funding, funding sources, and end dates. While all programs aim to expand and innovate workforce development across Oregon, each has its own specific focus and approach. Two programs are dedicated solely to building infrastructure, while the remaining six are designed to accomplish that (either indirectly or directly) and also to provide direct services to participants.

² SB 1545 (2022) refers to the Oregon Department of Education for the administration of Youth Programs. The Oregon Department of Education is the administrative home to YDO, which administers the Future Ready Youth Programs.

Table 1.1: Future Ready Oregon Programs, Statute, Administering Agencies, and Funding.

Investment Category	Agency	General Funds	ARPA Funds	Total Funds	Funding Ends
Prosperity 10,000 SB 1545, 2022, Section 3	HECC	\$17.1M	\$20M	\$37,100,000	June 30, 2026
Career Pathways SB 1545, 2022, Section 4	HECC	\$14.9M		\$14,900,000	June 30, 2023
Registered Apprenticeships SB 1545, 2022, Section 6	BOLI	\$18.9M	\$1.1M	\$20,000,000	December 1, 2024
Youth Programs SB 1545, 2022, Section 7	YDO	\$3.5M	\$7M	\$10,500,000	June 30, 2025
Credit for Prior Learning SB 1545, 2022, Section 8	HECC	\$10M		\$10,000,000	June 30, 2023
Workforce Ready Grants SB 1545, 2022, Section 9	HECC	\$10M	\$85M	\$95,000,000	June 30, 2026
Industry Consortia SB 1545, 2022, Section 10	HECC	\$1M		\$1,000,000	Ongoing
Benefits Navigators SB 1545, 2022, Section 11	HECC		\$10M	\$10,000,000	June 30, 2026

Source: Senate Bill 1545 (2022).

Prosperity 10,000: This program dedicates \$35 million to Oregon’s nine local workforce development boards, supporting grants to workforce service providers and community-based organizations. These grants aim to boost capacity and deliver direct workforce development services, including career coaching, education and training, paid internships, scholarships, on-the-job training, and other work experience opportunities. Additionally, it offers essential support services such as childcare, housing, transportation, and technology. The program is administered by the HECC.

Career Pathways: With an investment of \$14.9 million, this program provided grants to Oregon’s 17 community colleges to expand and innovate Career Pathways initiatives in 2022-23. Career Pathways connect individualized student support with education and training that leads to stackable credentials and career advancement within specific occupations or industry sectors. A key focus is on increasing support services for students, especially those from Priority Populations, to ensure equitable access and success. The program is administered by the HECC.

Registered Apprenticeship: Allocating \$20 million to BOLI, this program funded grants to develop and implement apprenticeships in healthcare and manufacturing, as well as pre-apprenticeship training in healthcare, manufacturing, and construction. Apprenticeships combined

paid on-the-job experience with classroom instruction, enabling participants to earn credentials in their chosen fields. Pre-apprenticeships offered pathways for career advancement through activities like simulated labs, field trips, and guest speakers. The program ended December 31, 2024.

Youth Programs: This initiative allocated \$10.5 million to YDO to support community-based efforts that assist youth disengaged from educational and employment opportunities. The program focused on expanding workforce readiness and reengagement services, including outreach, academic remediation, support for diploma and GED completion, mentoring, coaching, career exploration, and paid work experiences. The program ended June 30, 2025.

Credit for Prior Learning (CPL): With a \$10 million fund allocated to the HECC, this program provided grants to community colleges and public universities to enhance their methods of awarding and reporting Credit for Prior Learning during the 2022-23 academic year. This activity recognizes and gives academic credit for learning acquired outside traditional classroom settings, such as work and life experiences, military service, or training from educational institutions in other countries. This is one of two investment grants; it is not a direct-service program. The funding ended June 30, 2023.

Workforce Ready Grants: This is the largest of the Future Ready Oregon programs and is a \$95 million investment that awards grants to support innovative education and training initiatives within the healthcare, manufacturing, and technology sectors. In collaboration with Industry Consortia and other Future Ready Oregon partners, the grants aim to increase capacity and provide direct services to Oregonians. The program is administered by the HECC.

Industry Consortia: Allocating \$1 million to the HECC, this program establishes statewide Industry Consortia in healthcare, manufacturing, and technology sectors. These consortia bring together leaders in industry, labor, education and training, and community organizations to identify workforce needs, develop effective recruitment and retention strategies, expand access to education and training opportunities, and foster collaboration and coordination among industry partners.

Workforce Benefits Navigators: With \$10 million allocated, this initiative partners with local workforce development boards to incorporate Workforce Benefits Navigators at WorkSource Oregon one-stop centers and community-based organizations across the state. These navigators serve as single points of contact to connect and refer individuals to available resources, support services, and education and training opportunities related to workforce development. Figure 1.1 provides an overview of these programs. The programs highlighted in green expand on existing activities and infrastructure, while those in blue establish new initiatives and setups. All aim to enhance and innovate workforce development across Oregon. Programs in darker green and in blue are managed by HECC.

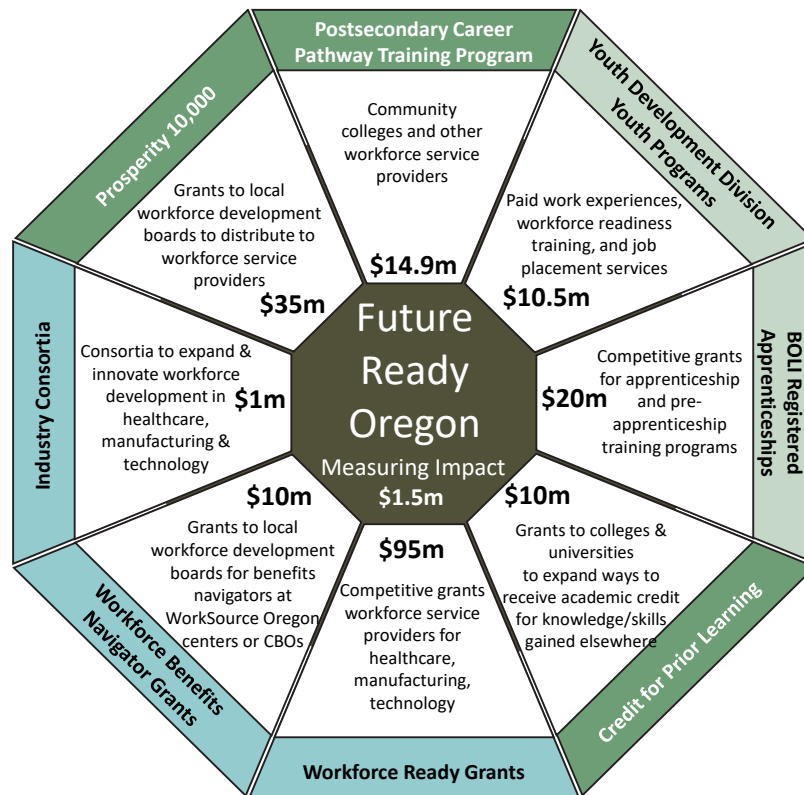


Figure 1.1: Future Ready Oregon's Eight Component Programs.

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

FUTURE READY OREGON ANNUAL REPORTS' PREVIOUS FINDINGS

This is the fourth annual Future Ready Oregon report. The three preceding reports detailed the progress and outcomes of the initiative to date. The complexity and scale of Future Ready Oregon mean that progress and outcomes have evolved each year. The implementation and impacts of the investment have developed as agencies have stood up programs, grantee organizations have rolled out training, and participants have enrolled and then moved into employment. Each subsequent year provides new insights and a clearer understanding of Future Ready Oregon's impacts.

Year One Report

The [first annual report](#) outlined the progress made in implementing Future Ready Oregon during its first seven months. It detailed efforts related to programs funded with general funds, which had a 13-month expenditure window. Despite significant challenges posed by this tight timeline, the programs aligned with the legislation's core themes of equity, innovation, and community engagement. They successfully issued requests for applications, awarded grants, combined existing strategies with new innovations, and engaged with previously underrepresented communities. This community engagement led to an increase in grant volume, stronger grant applications, new partnerships, and ongoing improvements in delivery processes. However, the report noted that federally recognized Tribes, women, some rural areas, and LGBTQ+ communities remained underrepresented among applicants and awardees in the first year. Also during these first seven months, programs expanded workforce training capacity and began serving Oregonians, while program partners refined their processes for the next rounds of funding. The seventh program, Industry Consortia, concentrated on systems alignment and change by contracting for a comprehensive needs assessment across relevant industry sectors. Overall, baseline labor force data underscored the ongoing need for higher participation rates and more postsecondary credentials, particularly within the healthcare, manufacturing, and technology sectors. The report made four recommendations for agencies and grantees: (1) to continue or begin significant community engagement in order to reach Priority Populations effectively; (2) to make particular engagement efforts with Tribal communities, women, and LGBTQ+ communities, which were less represented among grant applicants; (3) to address the full career pipeline of workforce development from new entrants with barriers to those seeking career advancement; and (4) to engage in continuous improvement in the work.

Year Two Report

The Year Two Report highlighted significant progress toward advancing the goals of Future Ready Oregon. In the first 13 months of the initiative, nearly 10,000 Oregonians received support through various programs, with nearly all participants reporting data originating from one of the Priority Populations; additionally, nearly two-thirds identified with more than one Priority Population, in addition to the low-income community from which virtually all participants came. Most engaged in multiple services, and the overall program completion rate was 97 percent, with rates consistently exceeding 90 percent across different programs and Priority Populations. These programs offered a range of services, including career coaching, early career skill development, workforce training, and general career exploration, alongside occupation-specific or industry-specific training. Programs and grantees expanded their infrastructure and capacity to serve a larger number of participants, especially those from Priority Populations. As recommended, they furthered community engagement, especially with groups underrepresented among grant applicants and awardees, worked to continuously improve, and addressed the full career pipeline in the services offered. They also partnered to align efforts, share best practices, and initiate ongoing strategies to better engage underserved communities. The Industry Consortia were fully operational and began exploring ways to broaden equitable education and training opportunities within the healthcare, manufacturing, and technology sectors. The second report also found that Future Ready Oregon participants were more

diverse than Oregon's overall paid labor force, in terms of race/ethnicity, geographic location, age, and gender at the least. This diversity represented a crucial first step toward building a larger, more inclusive workforce. Additionally, labor market projections by industry and occupation continued to indicate a demand for more workers, especially in high-paying roles within healthcare, manufacturing, and technology sectors.

The report made four recommendations: (1) current and future workforce development investments should prioritize engagement with the communities intended to benefit from the investment; (2) current and future workforce development investments should include flexibility in allowable uses of funds to encourage innovation, maximize reach, and improve program success; (3) Future Ready Oregon programs should expand workforce development trainings for the healthcare, manufacturing, and technology sectors specifically; and (4) current and future workforce development investments should provide the time and staffing resources to build processes and tools that ease the administrative burden on grantees.

Year Three Report

The [third report](#) addressed two key questions: Has Future Ready Oregon contributed to greater economic prosperity? Has it promoted increased equity within Oregon's workforce? Analyzing the first three years, the findings suggested that the initiative made important progress toward these goals, although many steps remained incomplete as the initiative was still underway, and the full impact would not be known for additional years. The report highlighted that nearly 15,000 Oregonians utilized workforce development services, with a substantial proportion moving into employment after participation, especially within healthcare and manufacturing sectors. Participants who were employed prior to engaging with the programs also experienced wage increases and earned new postsecondary credentials. While some employment outcome data was incomplete because of underreporting of social security numbers, preliminary evidence indicated that Future Ready Oregon was effectively supporting unemployed individuals in finding better-paying jobs and aiding industry sectors facing labor shortages.

In terms of advancing equity, the available evidence was promising but less comprehensive. Among those who reported demographic details, 92 percent belonged to one or more of the prioritized populations identified in legislation, above and beyond the low-income communities from which they came. Overall service completion rates remained high across all groups, consistently exceeding 90 percent. Median wages—both hourly and quarterly—had increased across all Priority Populations following participation, which suggested that the programs were successfully reaching underserved communities and providing equitable access to training and employment opportunities. These outcomes reflected programs' and grantees' ongoing efforts to engage Priority Population communities and ensure that workforce development activities were inclusive and impactful across diverse groups.

Despite these positive trends, some concerns remained. Older Oregonians were underrepresented among program participants, which presented both equity and economic challenges stemming from the group's rising share of the population. Additionally, data gaps limited a full understanding of employment outcomes, particularly for Latino/a/x/Hispanic and younger participants, both of

whom play major roles in the broader labor force. Addressing these gaps would be essential for improving future efforts and ensuring equitable access and success for all Oregonians. The report made four recommendations: (1) current and future workforce investments should (continue to) intentionally engage underserved communities to be effective; (2) Future Ready Oregon programs should increase engagement and outreach to Oregonians ages 40 and older; (3) grantees need to enhance their data collection practices to enable understanding of program impacts, particularly in the areas of training and participants' social security numbers; and (4) programs and grantees should confirm they direct engagement and outreach to individuals currently outside the labor force to ensure labor force expansion.

As Future Ready Oregon continues to evolve, both ongoing programs and new initiatives serve more participants, helping them advance in their careers and contributing to a more prosperous and equitable economy. While some findings were preliminary, the evidence over the investment's first three years suggested it made meaningful strides in fostering economic growth and equity. Moving forward, we examine the extent to which this progress maintains and develops further, as we compare new results on existing measures and add new measures to increase our understanding.

ANNUAL REPORT

Content of Report

SB 1545 (2022) outlines specific reporting requirements to evaluate the impact of the Future Ready Oregon investment (Section 12 of the bill, ORS 660.415). These reporting requirements fall into three main areas:

- **Program-Level Results:** Required information about how funds are allocated and the activities carried out, including details about participants served, services provided, and participants' employment outcomes for each of the eight Future Ready Oregon programs.
- **State-Level Results:** Results of labor force trends, economic conditions, and educational attainment—compared with similar results for Future Ready Oregon participants—to assess the program's contributions to the state's economy and education system.
- **Future Workforce Development Recommendations:** Insights and suggestions for ongoing and future workforce investment strategies.

Within these three categories, there are multiple specific reporting requirements and analyses. Table 1.2 details the statutory requirements for each area, including which of the eight programs are involved. Appendix A provides a comprehensive list of these requirements, along with the relevant data elements and reporting deadlines.

Table 1.2: Future Ready Oregon reporting requirements, ORS 660.415.

Level	Reporting Requirement	Programs
Program	Performance	All
	Expenditure outcomes	All
	A description of any new or expanded workforce programs	All
	Reach to Priority Populations: The number of individuals from Priority Populations who have registered for a workforce program	All
	Completion Rates: The number of individuals from Priority Populations who have completed a workforce program	All
	Support Services: The types and amounts of any supports and services provided to individuals from Priority Populations	All
	Employment Outcomes: <ul style="list-style-type: none"> - Job placement rates for individuals who participated in an established program - Wages and salary earnings for individuals who participated in an established program - Health and retirement benefits provided for individuals who participated in an established program 	All
State	Baseline Estimates: <ul style="list-style-type: none"> - Statewide labor force participation rates - Long-term employment projections for healthcare and manufacturing - Progress made toward achieving statewide educational attainment goals - Projections related to educational attainment needs 	N/A
	Statewide Labor Force Contributions: <ul style="list-style-type: none"> - The percentage of individuals who participated in an established program as compared to the share of the statewide labor force, disaggregated by race, gender, and geographical area - The percentage of individuals who participated in an established program and who received a postsecondary certificate, credential, or degree as compared to the statewide educational attainment goals, disaggregated by race, gender, and geographical area - The job placement rates of individuals who participated in an established program compared to long-term employment projections for healthcare and manufacturing, disaggregated by race, gender, and geographical area 	All except Youth Programs
Future investments	Recommendations for future workforce investments	All

To the greatest extent possible, we fulfill each of these requirements in this report. Together, they drive answers to the following research questions, which undergird this report:

- Does Future Ready Oregon contribute to economic prosperity?

- Does Future Ready Oregon foster greater equity?
- Is Future Ready Oregon effective?

Data and Methods

The reporting requirements outlined in SB 1545 (2022), Section 12, rely on both existing data and new data collected specifically to assess Future Ready Oregon. New data includes information about the participants served and the workforce development services provided. Existing data includes information about other postsecondary learners and programs, the state's labor force, and the broader educational environment. These come from the HECC, from other state agencies, federal sources, and program documentation. All of these data sources are necessary to fulfill the reporting requirements of the Future Ready Oregon legislation. A detailed description of each source is below.

Data Sources

Participant and Service Data: Data on Future Ready Oregon participants and services are needed to evaluate the reach of the Future Ready Oregon investment overall and among Priority Populations, for identifying the impact on the economic well-being of participants, and for identifying the impact on businesses and industries. All grantees that directly serve participants (those in Prosperity 10,000, Postsecondary Career Pathways, Registered Apprenticeships, Youth Programs, Workforce Ready Grants, and Workforce Benefits Navigators) are required to request this data from each participant and to submit participant and service data directly to the HECC. Because participant and service data are essential to fulfilling the legislation's reporting requirements and because collecting it can be time consuming, the data collection requirements are included in all grant agreements and clarified prior to signing those agreements.

Grantees collect participant and service data according to standardized definitions and guidelines provided by HECC's Office of Research and Data and submit it quarterly through a secure data transfer platform. The data includes participants' identification with the ten Priority Populations, as well as identifying information that allows the HECC to link the data to other data sources, such as Unemployment Insurance data from OED. While grantees are required to ask all participants for this information, participants' responses are voluntary, with no requirements or restrictions on eligibility for participation in programs. To ensure data collection is consistently trauma-informed, the HECC Office of Research and Data provides trainings and resources, detailed in Appendix B, to guide grantees in conducting a trauma-informed data collection. To further assist grantees with data collection and submission, the Office offers weekly support sessions during the six weeks leading up to each quarterly reporting deadline and meets with individual grantees as needed.

Grantees also provide information on the services their participants receive. This includes classifying the workforce development services they deliver into various categories, including workforce training, general career exploration, paid work experience, career coaching, on-the-job training, early career skills, job placement, and recruitment and engagement services. Support services are also categorized, covering subsidies, stipends, and assistance related to transportation, childcare, housing, food, tools, supplies, uniforms, technology, and other employment-related needs. Other information about the progress of service delivery are also collected from grantees.

Employment Outcome Data: Employment data are derived from Unemployment Insurance records submitted by employers to the OED. These records encompass nearly all employment in Oregon, covering both private and public sectors.³ Employment data are matched to Future Ready Oregon participant data using social security numbers. The data include information about jobs held by participants, such as industry worked in, quarterly wages, and quarterly hours worked.

Educational Outcome Data: Educational credentials earned by some Future Ready Oregon participants are reported to the HECC by grantees. For participants in the Career Pathways program, the HECC monitors credential attainment at Oregon's community colleges through existing student, course, and credential data that colleges regularly submit to the HECC.

State Labor Force Data: Data on Oregon's labor force participation, unemployment rates, and workforce composition are obtained from the U.S. Bureau of Labor Statistics and the U.S. Census Bureau. These sources provide disaggregated data by age, race/ethnicity, gender, and geography. Geographic designations for urban, rural, and frontier regions are based on ZIP codes and are obtained from the Oregon Health and Sciences University's Office of Rural Health. Industry employment projections, occupational data, and wage information are supplied by OED.

Oregon Population Data: Data on Oregon's population—such as race/ethnicity, gender, and age—are obtained from the U.S. Census Bureau. Additional information on federally recognized tribal membership comes from the Oregon Legislative Commission on Indian Services; veteran status from the Oregon Department of Veterans Affairs; disability data from the U.S. Centers for Disease Control and Prevention; geographic designations from the OHSU Office of Rural Health; and youth population details, including race/ethnicity, gender, and disability status, are provided by the Oregon Department of Education.

Program Data: Information on program development and progress was collected from diverse sources, including quarterly performance reports submitted by grantees, meeting notes, minutes, presentations, impact statements from grant administrators, close-out reports, and narratives about individual participant experiences shared by grantees and local workforce development boards. These data were used to qualitatively assess how well programs were advancing in line with grant agreements, Future Ready Oregon and program-specific goals, SB 1545 (2022), and the broader objective of establishing a sustainable and equitable workforce system that fosters economic prosperity across Oregon.

Methods

We draw all of these data sources together to calculate the measures required by the Future Ready Oregon legislation (see Table 1.2) and to analyze the progress and impacts of the eight Future Ready Oregon programs, as well as the initiative as a whole. We operationalized the elements that are

³ Detailed Information about what workers the UI wage data include and exclude can be found at the ODE, <https://www.qualityinfo.org/-/data-sources-and-limitations-for-qcew#:~:text=Data%20presented%20in%20this%20report,and%20Columbia%20Rivers%20are%20covered.>

legislatively required to be included in the report, including definitions and methods to calculate the each data element.

Priority Population: We define each Priority Population as outlined in Table 1.3 below. When presenting disaggregated results by Priority Population, we exclude nonresponses or missing responses. We do report the rate of nonresponse for each program but exclude these missing values in the percentages of the share of each Priority Population. Our evaluation approach aims to present data in a way that does not disadvantage grantees or programs with higher nonresponse rates, which can occur because of the communities they serve. This approach aligns with principles of data equity and trauma-informed data collection, respecting participants’ concerns about disclosing sensitive identities, especially in communities where such disclosures could have greater consequences.

Table 1.3: Priority Population Definitions.

Priority Population	Measure
Communities of color	Self-reported racial/ethnic identity, using groups defined at the federal level and allowing multiple responses: Asian American/Asian, Black/African American, Latino/a/x/Hispanic, Native American/Alaska Native, Native Hawaiian/Pacific Islander, and White. Names reflect most commonly used names by student groups at Oregon postsecondary institutions.
Women	Self-reported gender identity, using these groups: women, men, non-binary.
Low-income communities	Self-reported income and self-reported household size.
Rural and frontier communities	Uses frontier, rural, and urban designations of Oregon Health and Science University Office of Rural Health, using participant ZIP code.
Veterans	Self-reported Veteran status of having served on active duty in the armed forces and who was discharged or released from such service under conditions other than dishonorable.
People with disabilities	Self-reported identity related to living with a disability
Incarcerated, formerly incarcerated individuals	Self-reported as currently or previously having been incarcerated
Members of Federally Recognized Tribes	Self-reported membership in one of the following: Burns Paiute Tribe; Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians; Confederated Tribes of the Grand Ronde; Confederated Tribes of Siletz; Confederated Tribes of the Umatilla Indian Reservation; Confederated Tribes of Warm Springs; Coquille Indian Tribe; Cow Creek Band of Umpqua Tribe of Indians; The Klamath Tribes
Individuals at risk of age discrimination in employment	Younger ages, 16 through 24, and older ages, 40 and older. Based on self-reported birthdate.
LGBTQ+	Self-reported identity as member of the LGBTQ+ community

Services and Service Completion: Participants often access multiple services or training activities within a program. We present both the average number of services or training sessions each participant engaged in and the number of participants involved in each activity. This means individuals are counted in every activity in which they participate. Services vary in content and duration, and participants may or may not complete them. The service completion rate is defined as the percentage of accessed services or trainings that participants completed. If a participant engaged in the same service more than once, each instance of participation is counted. For example, if a participant attended career coaching twice and completed only one session, they would be counted twice in the total services accessed and once in the services completed. Participants who were still engaged in ongoing services or training after the reporting period are excluded from these rates.

Employment Outcomes: Employment outcomes include job placement rates, time to employment, full-time employment, and wages earned.

Job Placement: The job placement rate is defined as the percentage of participants who found employment following their engagement in the program. It is calculated for participants who were unemployed in the quarter prior to and at the start of their participation in Future Ready Oregon.

Time to Employment: Time-to-employment captures the amount of time in calendar quarters between participation and subsequent employment, among those who were not employed prior to and at the start of services. This measure is calculated by measuring the amount of time in calendar quarters following the start of participation until the first instance of employment.

Full-Time Employment: Full-time employment can be defined in various ways depending on the context. In Oregon, full-time work is generally considered 40 hours per week, except in certain industries or occupations where most employers follow different standards (Oregon Administrative Rule 471-030-0022). As we lack detailed data on these industry-specific practices, we also apply a federal threshold of 30 hours per week or 130 hours per month for full-time employment. These are translated into quarterly measures to align with Unemployment Insurance data, which is reported on a quarterly basis. Consequently, full-time employment in this report includes both the percentage of employed participants who worked 520 or more hours in a quarter (averaging at least 40 hours per week) and those who worked at least 390 hours in a quarter (averaging at least 30 hours per week). Additionally, we include a measure that reflects the proportion of full-time employment that participants worked; this measure indicates how close participants were to working full-time by showing the fraction of full-time hours they worked.

Wages Earned: Wage data are also obtained from Unemployment Insurance records and reported on a per quarter basis. We present both the median quarterly wages earned by participants and an estimate of their median hourly wages. To avoid skewed results caused by a minority of unusually high or low wage records, we use the median rather than the mean and trim extreme outliers (defined as values outside of three times the interquartile range). Total quarterly wages are directly taken from the Unemployment Insurance data, while the median hourly wage estimate is calculated by dividing total quarterly wages by total quarterly hours worked and taking the median value.

Although this hourly wage provides a useful summary for group-level analysis, individual participants may earn more or less than this median hourly rate depending on hours worked within the quarter.

Industry Employed: Participants' industry of employment also comes from Unemployment Insurance records. For individuals working in multiple industries, the data reflects their employment in each sector, providing a detailed picture of their industry engagement.

Industry Transitions: How participants transition their employment across industries is a calculated measure. The industry in which participants worked prior to Future Ready Oregon services is defined as the industry in which participants worked the most hours in the job that was as close to the start of their participation as possible. Post-service industry is calculated using the industry that participants worked the most hours in as far from the completion of their participation in Future Ready Oregon programming as possible. This was done to allow participants time to find a position in their desired industry and settle into a job. Taken together, these two measures are used to show how participants have transitioned between industries after their participation in Future Ready Oregon programming.

Wage Data Notes. All employment outcomes in this report come from wage records that employers are mandated to report for Unemployment Insurance. The outcomes are derived from matching Future Ready Oregon participant data with their Unemployment Insurance wage records, typically with social security numbers (SSNs). SSNs are essential for accurately capturing employment and wage data, as the match rate is very low for participants who do not report an SSN. Grantees are required to request SSN information from participants, and the HECC Office of Research and Data provides trauma-informed training to support this collection. Participation in programs does not require participants to provide any specific data, however, and the most commonly missing element is the SSN. Overall, SSNs are available for approximately 58 percent of participants, though this rate varies widely by program. Prosperity 10,000 has the highest reporting rate, with SSNs for nearly 82 percent of their participants. Registered Apprenticeships reported SSNs for 55 percent; Workforce Ready Grants for 38 percent; Youth Programs for 20 percent; and Career Pathways did not report SSNs, but using alternative community college data, SSNs could be included for 71 percent of Career Pathways participants. The absence of SSNs presents a major obstacle to fully evaluating employment outcomes across the programs.

Overall Progress and Impact. To assess the progress and impact of the eight programs and Future Ready Oregon as a whole, we posed three questions: Does Future Ready Oregon contribute to economic prosperity? Does Future Ready Oregon foster greater equity? Is Future Ready Oregon effective?

To evaluate whether Future Ready Oregon contributes to economic prosperity, we examine participant outcomes, including service completion rates, employment rates, and wage increases among individuals who were already employed. Additionally, we gauge employers' perceptions of whether their workforce needs are being met by analyzing progress in filling open positions in high-demand and hard-to-fill occupations that offer competitive wages. We also examine whether Future

Ready Oregon is expanding the labor force by analyzing the extent to which participants are new to the workforce development system and the extent to which they are more diverse than the labor force (i.e., bringing in communities that have been marginalized).

Does Future Ready Oregon foster greater equity? We address this question through participant data by comparing the Priority Population characteristics of Future Ready Oregon participants with those of the labor force where available. We make this comparison for each program and overall. We analyze service completion rates and employment outcomes by Priority Population to determine if outcomes are achieved equitably.

CONCLUSION

The remaining sections of this report are organized as follows: Chapter Two provides an overview of state-level economic and educational goals and trends and highlighting the contributions of Future Ready Oregon toward these objectives. Chapter Three presents information on participants, services, and employment outcomes for Future Ready Oregon as a whole, i.e., combining all programs that offer direct participant engagement, to offer a comprehensive overview of the investment's reach and impact. Chapter Four examines each of the eight programs individually, detailing their activities, progress toward goals, and results about participant demographics, services provided, and outcomes achieved thus far. Finally, Chapter Five synthesizes the findings, explores their implications, and offers recommendations for future action.

CHAPTER 2: STATEWIDE ECONOMIC AND EDUCATIONAL LANDSCAPE

One of the primary goals of Future Ready Oregon is to reduce worker shortages by expanding labor force participation in the state, particularly in key industries and particularly among Priority Populations. Such expansions would reduce disparities in economic and educational outcomes of Oregonians, as many of the shortages are in areas that need postsecondary education and training, and strengthen Oregon's economy. To assess the investment's impact on these goals, the Future Ready Oregon legislation ([Senate Bill 1545, 2022](#)) requires the annual report to detail statewide labor force participation, employment forecasts for prioritized industries, estimated postsecondary attainment needs, and progress toward statewide educational goals. Where feasible, these forecasts must be broken down by Priority Population to assess how Future Ready Oregon initiatives are affecting workforce equity and by the key industry sectors of healthcare, manufacturing, and technology. This chapter summarizes the relevant labor market and educational attainment trends. While Future Ready Oregon is still too new to have had a significant effect on major statewide metrics—since such aggregate outcomes typically take years and major changes to shift—the landscape described in this chapter is the context that businesses and individuals are facing and in which the programs are operating. Consistent with SB 1545 (2022), section 12.3.b, participant data in this chapter exclude Youth Programs.

2.1. OREGON'S ECONOMIC CONTEXT: LABOR FORCE PARTICIPATION

Labor force participation is not only a reporting focus of Future Ready Oregon, but also fundamental to the economic context because it reflects the extent to which working age residents are engaged in the economy. Combined with the unemployment rate, labor force participation trends give insight into opportunities for financial stability of individuals, businesses, and the state. This section reports labor force participation rates for Oregon as a whole and broken down by race/ethnicity, region, age, and gender.⁴

Labor force participation rates estimate the share of the population who are employed or actively seeking work and are calculated based on the civilian, noninstitutional population ages 16 and older.^{5,6} Over the last twenty years, Oregon's labor force participation rate has trended downward. In other words, the share of Oregonians who are either employed or actively looking for work has been falling gradually over time (see Table 2.1.1, below). While Oregon's labor participation has recovered from the COVID-19 pandemic, it is still lower than it was before the 2008 Great

4 Future Ready Oregon identifies additional Priority Populations beyond communities of color, rural/frontier communities, age, and women. These include low-income communities, Veterans, individuals with disabilities, those who are incarcerated or formerly incarcerated, members of Oregon's nine federally recognized tribes, and individuals identifying as part of the LGBTQ+ community. However, labor force participation data is only accessible by age, race/ethnicity, gender, and geographic areas, limiting the ability to make comparisons for these other Priority Populations.

5 The US Bureau of Labor Statistics classifies the population who are institutionalized as people ages 16 or older who are active-duty military; inmates of institutions—including prisons, jails, juvenile detention centers, and mental hospitals; and people in residential care facilities such as skilled nursing homes.

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

Recession, which mirrors national patterns.^{7,8} Since Future Ready Oregon launched in 2022, the state's labor participation rate has remained relatively steady, ranging from about 62 percent to 63 percent of the three and a half million Oregonians ages 16 and older not living in institutions. The recent stability of Oregon's labor force participation since 2022 is likely the result of many factors, including post-pandemic recovery, and does not necessarily reflect the effects of Future Ready Oregon, as measuring the full impact of the investment will take several years.

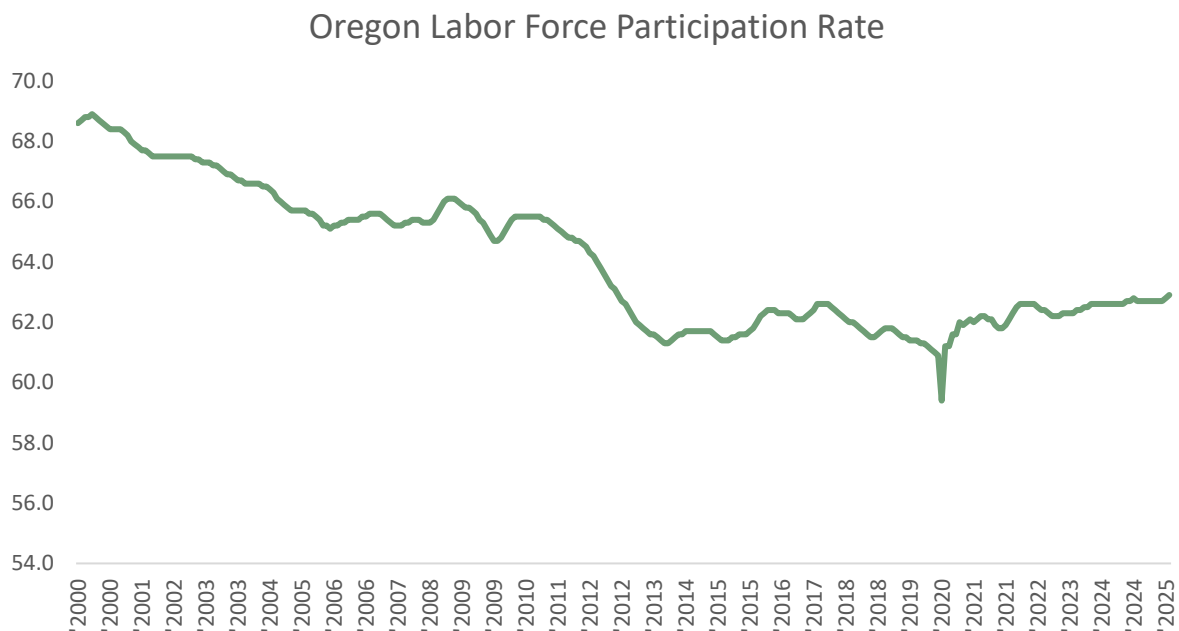


Figure 2.1.1: Oregon's labor participation rate among noninstitutionalized persons ages 16 and older⁹

Below we examine Oregon's labor force participation disaggregated by race/ethnicity, geography, age, and gender to identify the context for Priority Populations and continue our tracking of whether the labor force will expand for these groups with Future Ready Oregon. The legislation's reporting requirements include presenting the composition of Future Ready Oregon participants alongside the composition of the labor force. If Priority Populations' participation in Future Ready Oregon grows at a faster rate than the statewide average, it would suggest that the program is making progress toward its employment and equity goals. We supplement these compositions with the composition of Future Ready Oregon participants who completed services and were then employed, as this more directly shows the investment's impact on the labor force than participation

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

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

9 Bureau of Labor Statistics. (2022). <https://fred.stlouisfed.org/series/LBSSA41>.

alone. Note, however, that the economic effects of such initiatives are still emerging. Building training pipelines, guiding participants through programs, and helping them secure and maintain jobs take time, and Future Ready Oregon launched just three years ago. In the discussion below, we show both the labor force participation rate and the unemployment rate for racial/ethnic, geographic, age, and gender groups. The unemployment rate is a subset of the labor force participation rate and measures the share of people who are not employed but are actively looking for work. (The labor force participation rate counts both those who are employed and those who are seeking work.)

Labor Force Participation by Race/Ethnicity

Oregonians of Color have higher labor force participation than White Oregonians and higher than the statewide average, yet many communities of color also experience the highest unemployment rates.¹⁰ In other words, People of Color are more likely to be in the labor force and more likely to be out of work but seeking work, compared to their White counterparts.

In 2024, Black/African American Oregonians had both a notably higher labor participation rate (69 percent) and the highest unemployment rate (7.9 percent) compared to statewide, 63 percent and 4.9 percent, respectively. Latino/a/x Oregonians have the highest labor force participation rate of all racial groups at 73 percent, and they have a slightly higher unemployment rate of 5.5 percent compared to 4.9 percent statewide. The higher unemployment rates among most groups of Color reflect persistent barriers to employment.^{11,12,13}

¹⁰ U.S. Census Bureau (2020a).

¹¹ Within this general context, we should also note the specific legacy of racism in the state of Oregon. The state sits on expropriated tribal land, and for decades the state had laws prohibiting Black People/African Americans from moving to the state to live. Further analysis of this history is beyond the scope of this report.

¹² <https://www.opb.org/article/2022/03/14/rise-of-klan-white-nationalism-hate-racism-oregon/>

¹³ <https://www.oregon.gov/deiconference/Documents/Oregon%20Historical%20Society%20-%20Race%20in%20Oregon%20History.pdf>

Table 2.1.1: Oregon’s population, labor force participation rate, and unemployment rate, by race/ethnicity, 2024.

Race/Ethnicity	Civilian Non-Institutional Population	Labor Force Participation Rate	Unemployment Rate
Total	3,553,832	63%	4.9%
Asian American/Asian	180,002	71%	3.2%
Black/African American	67,163	69%	7.9%
Latino/a/x/ Hispanic	478,818	74%	5.5%
Multiracial	373,144	68%	7.0%
Native American/Alaska Native	41,538	63%	4.4%
Native Hawaiian/Pacific Islander*	--	--	--
Some other race	187,166	75%	3.8%
White	2,592,641	60%	4.5%

Source: U.S. Census, Year 2024,
<https://data.census.gov/table/ACSST1Y2024.S2301?t=Employment+and+Labor+Force+Status&g=040XX00US41>.

*Numbers too small to estimate.

Table 2.1.2 presents the proportions of Oregon’s workforce and of Future Ready Oregon participants across different racial and ethnic groups. All Communities of Color, except for Asian Americans/Asians, are overrepresented among Future Ready Oregon participants relative to their share of the total labor force. Moreover, individuals who are employed after participating in Future Ready Oregon services are more diverse than the overall labor force, particularly among Oregonians identifying as Black/African American (eight percent compared to two percent of the labor force) and Multiracial (17 percent compared to 12 percent of the labor force). These findings may indicate that Future Ready Oregon’s efforts are resulting in more diversity by race in our labor force.

Table 2.1.2: Composition of Oregon’s labor force and Future Ready Oregon participants by race/ethnicity.

Race/Ethnicity	Labor Force Participation Composition	Future Ready Oregon Participation Composition	Employed Future Ready Oregon Participants Employed After Services
Asian American/Asian	5%	3%	3%
Black/African American	2%	5%	8%
Latino/a/x/Hispanic	15%	13%	13%
Multiracial	12%	14%	17%
Native American/Alaska Native	1%	3%	3%
Native Hawaiian/Pacific Islander	--	1%	1%
White	70%	44%	51%
Some other race / unknown	6%	17%	4%

*Three-year rolling average and included “unknown” in the U.S. Census category of some other race (2022-2024).

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

Labor Force Participation by Geography

Table 2.1.3 presents labor force participation and unemployment rates for Oregonians in frontier, rural, and urban regions. These rates come from the U.S. Census Bureau at the ZIP-code level and are classified based on a ZIP code list from Oregon Health and Science University's Office of Rural Health.¹⁴ Generally, residents in more urban areas exhibit higher labor force participation compared to those in rural and frontier areas, while unemployment rates are generally lower in urban settings than rural areas (excluding frontier) due to more diverse and available job opportunities.¹⁵ (See Appendix C for trends of labor force participation rates.)

Table 2.1.3: Oregon's population and labor force data by geography, 2023.

Geography	Civilian Non-Institutional Population	Labor Force Participation Rate*	Unemployment Rate
Frontier	77,724	52%	4.5%
Rural	1,136,712	56%	5.7%
Urban	2,269,194	66%	5.2%

Source: U.S. Census, Year 2023, [https://data.census.gov/table/ACSDP1Y2023.DP03?t=Employment+and+Labor+Force+Status&g=040XX00US41,41\\$8600000](https://data.census.gov/table/ACSDP1Y2023.DP03?t=Employment+and+Labor+Force+Status&g=040XX00US41,41$8600000)

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

NOTE: The geography data are only available through 2023 whereas the race/ethnicity, age, and gender data are for 2024. Additionally, the US Census updated their labor force participation and other economic data tables by ZIP codes to include ages 16 and older. In previous reports, we used the US Census data for these same economic indicators by ZIP code a much narrower age span (ages 20 to 64) of the civilian non-institutionalized population. The US Census replaced all the historical economic data by ZIP code for the civilian non-institutionalized population ages 16 and older and the previous data with narrower age span (ages 20 to 64) of the civilian non-institutionalized population was removed.

Table 2.1.4 shows the percentage of labor force participants living in frontier, rural, and urban areas. Future Ready Oregon served a higher proportion of people living in frontier and rural areas of Oregon than the respective labor force participation rate. A larger share of Future Ready Oregon participants lives in rural (37 percent) and frontier (three percent) communities than do labor force participants (29 percent and two percent) respectively. By contrast, urban residents make up a greater share of the labor force but a smaller share of Future Ready Oregon participants. Moreover, a higher proportion of individuals who are employed after engaging with Future Ready Oregon services live in rural areas (37 percent compared to 29 percent in the labor force. These results suggest that Future Ready Oregon is making a meaningful impact by serving a higher proportion of participants from rural or frontier areas and these participants are becoming employed, where

14 Oregon Health and Science University, Office of Rural Health. "About Rural and Frontier Data | OHSU." www.ohsu.edu, www.ohsu.edu/oregon-office-of-rural-health/about-rural-and-frontier-data. Accessed Aug. 2025.

15 U.S. Bureau of Labor Statistics. "Labor Force Characteristics by Region and Urbanization." <https://www.bls.gov/region.htm>; 2023.

employment opportunities and workforce development opportunities are typically more limited, indicating progress toward the program’s goal of equitable support across all regions.

Table 2.1.4 Participation Rate for Labor Force and Future Ready Oregon Services by Geography.

Geography	Labor Force Participation Composition*	Future Ready Oregon Participation Composition**	Employed Future Ready Oregon Participants Employed After Services
Frontier	2%	3%	3%
Rural	29%	40%	37%
Urban	69%	57%	59%

*Three-year rolling average (2021-2024).

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

There is a notable intersection between geography and age that makes the need for labor force expansion even more acute in rural areas compared to statewide. In rural counties in Oregon, 27 percent of jobs are held by workers ages 55 and older, accounting for about 66,000 people who may retire within the next decade. Among these counties, seven rural counties (Curry, Gilliam, Grant, Lake, Lincoln, and Wheeler) have 30 percent or more jobs held by workers ages 55 and older. By contrast, older workers are a smaller share of the urban workforce (23 percent), though far larger in number. Urban counties have relatively more workers aged 45-55 than rural counties, and therefore urban employers will generally have a bigger internal pool of younger replacement workers when retirements occur, compared to rural counties. In contrast, rural counties will need to recruit from elsewhere or increase local labor force participation even to maintain their existing workforce size. These pressures come alongside slowing labor force growth, which reduces the overall supply of new workers available to fill openings.¹⁶

Labor Force Participation by Age

In Future Ready Oregon, the age-related Priority Population is those who are more likely to face discrimination on the basis of age, and this includes both younger and older workers, as defined in Chapter One, Table 1.3. Table 2.1.5 shows 2024 population data, labor force participation, and unemployment rate by age group.

16 Oregon Department of Employment. "Oregon's Labor Force: What Slower Population Growth and Increasing Retirements Mean for the Workforce." July 2025, <https://qualityinfo.org/documents/20117/102314/Oregon%E2%80%99s%20Labor%20Force%20-%20What%20Slower%20Population%20Growth%20and%20Increasing%20Retirements%20Mean%20for%20the%20Workforce#page=15/62418977-6cc1-6012-6b35-09209f01259b?version=1.1>. Accessed October 2025.

Among younger workers, youth up to age 24 have lower labor force participation and higher unemployment.¹⁷ Fewer Oregonians ages 16 to 24 are entering the workforce than before 2000,¹⁸ partly reflecting stronger labor-market demand for postsecondary credentials and wider access to secondary and postsecondary education. At the same time, Oregon's population is aging, as the large Baby Boom cohort reaches retirement age, reducing the share of people in the labor force.¹⁹ (See Appendix C for trends of labor force participation rates.)

Table 2.1.5: Oregon's population, labor force participation rate, and unemployment rate, by age group.

Age Group	Civilian Non-Institutional Population Size	Labor Force Participation Rate	Unemployment Rate
Total (ages 16 and older)	3,506,067	63%	4.9%
16 to 19 years	202,035	43%	36.0%
20 to 24 years	253,357	80%	10.2%
25 to 34 years	591,892	85%	5.4%
35 to 44 years	600,748	84%	5.1%
45 to 54 years	522,968	83%	3.3%
55 to 64 years	507,193	65%	6.2%
65 years +	827,874	17%	4.8%

Note. Source: U.S. Census, Year 2022-2024. The labor force participation is a three-year rolling average to stabilize the fluctuations in labor force participation, especially after impact of the COVID-19 pandemic.

Table 2.1.6 shows the percentage of Oregon's labor force and the percentage of Future Ready Oregon participants in each age group. Future Ready Oregon programs served higher proportions of young people than the proportion of young people who comprise the labor force. Whereas only 13 percent of the labor force are ages 16 to 24, 33 percent of Future Ready Oregon participants were ages 16 to 24. Moreover, individuals who are employed after participating in Future Ready Oregon services are more predominantly aged 20-34 and less likely to be age 45 and older than the labor force. These results exclude Youth Programs participants (per section 12.3(b) of the legislation). The results here show that Future Ready Oregon programming is clearly reaching young Oregonians with workforce development opportunities and could benefit from more outreach to older Oregonians.

¹⁷ Bureau of Labor Statistics (2022).

¹⁸ Oregon Office of Economic Analysis (2021).

¹⁹ <https://www.investors.com/etfs-and-funds/retirement/retirement-planning-reckoning-arrives-as-baby-boomer-generation-hits-peak-65/#:~:text=That's%20about%204.4%20million%20in,the%20so%2Dcalled%20Silent%20Generation.>

Table 2.1.6: Composition of Oregon’s labor force and Future Ready Oregon participation by age.

Age Group	Labor Force Participation Composition	Future Ready Oregon Participation Composition	Employed Future Ready Oregon Participants Employed After Services
16 to 19 years	4%	12%	3%
20 to 24 years	9%	17%	21%
25 to 34 years	23%	24%	29%
35 to 44 years	23%	22%	25%
45 to 54 years	20%	14%	14%
55 to 64 years	15%	7%	7%
65 years +	6%	2%	2%

Source: U.S. Census, Year 2022-2024. The labor force participation is a three-year rolling average to stabilize the fluctuations in labor force participation

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

Among older workers, Oregonians ages 55 to 64 also participate in the labor force at notably lower rates, but older workers also have lower unemployment rates compared to those ages 20 to 54. It remains unclear whether the lower labor force participation rates among those 55 and older result from intentional choices, such as early retirement or increased wealth, or from other factors such as disability or discrimination. This age group accounts for 15 percent of the overall labor force but only about six percent of Future Ready Oregon participants. Similarly, while individuals ages 44 to 55 have higher participation rates and lower unemployment; they represent just 13 percent of Future Ready Oregon participants compared to their 20 percent share of the overall labor force. Thus, older workers are underrepresented among Future Ready Oregon participants. Given that Future Ready Oregon aims to expand the labor force and enhance access for those facing employment barriers such as age discrimination, the underrepresentation of participants ages 45 to 54 and 55 to 64 raises concerns that programming is not reaching older Oregonians.

The OED reported that “the share of ‘prime age’ labor force (ages 25-54) declined from three-fourths of all workers to two-thirds.” At the same time, younger workers (ages 16-19) shrunk from six percent in the early 1990s to four percent. Overall, these shifts highlight changing workforce dynamics across different age groups and suggest that focused strategies may be needed to address participation among older workers.

That older Oregonians are less represented among Future Ready Oregon participants is occurring in the context that Oregon’s population is aging. Population projection data from the Oregon Department of Administrative Services (DAS)²⁰ shows that the number of people ages 35 to 49 and 65 and older have increased the most since 2013 and are expected to grow substantially by 2030. The impact on the labor force and economy is direct: OED forecasts that 10 percent of job openings over the next decade will result from new positions or business expansions. For each new

20 2022 and 2023 data: Oregon Department of Administrative Services, Office of Economic Analysis. (2024, February). State of Oregon: Economic Analysis – Demographic forecast. Oregon Office of Economic Analysis. <https://www.oregon.gov/das/OEA/Pages/forecastdemographic.aspx>.

job, employers will encounter an additional nine openings requiring newly trained workers to replace those who leave the labor force or switch occupations. Notably, 60 percent of these positions will necessitate education beyond high school. Younger adults alone are likely not enough to bridge these labor gaps; adults 40 and older are needed as well. (See Figure 2.1.2.)

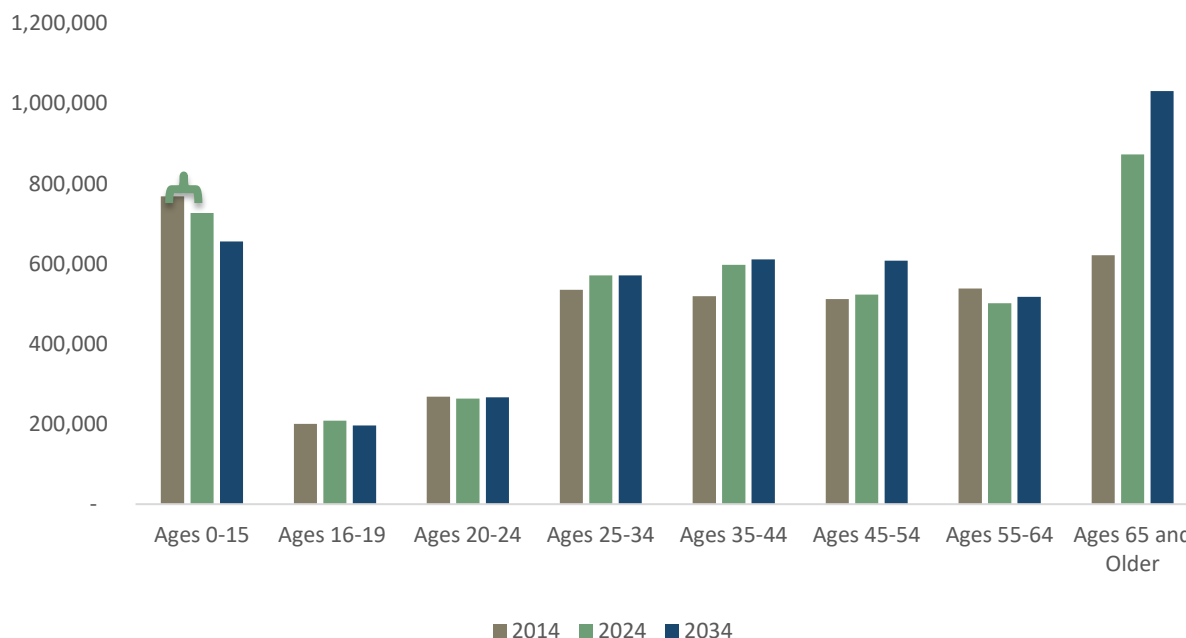


Figure 2.1.2: Oregon Population by Age Groups, 2014, 2024, and Projected 2034.²¹

While the labor force already includes many workers age 40 and up--indeed, their share of the labor force continues to grow as the population ages--many of these workers can also benefit from workforce development as a source of upskilling.^{22,23} Most of the high demand, high skill areas of the economy facing labor shortages call for postsecondary education and training. Not only do 60 percent of these positions require education beyond high school, 93 percent of the jobs that pay just average Oregon earnings prefer workers with postsecondary education and training.²⁴

21 Office of Economic Analysis. "State of Oregon: Economic Analysis - Demographic Forecast." www.oregon.gov, Oregon Department of Administrative Services, Sept. 2025, www.oregon.gov/das/OEA/Pages/forecastdemographic.aspx. Accessed 7 Oct. 2025.

22 Oregon Department of Employment. "Oregon's Labor Force: What Slower Population Growth and Increasing Retirements Mean for the Workforce." July 2025, <https://qualityinfo.org/documents/20117/102314/Oregon%E2%80%99s%20Labor%20Force%20-%20What%20Slower%20Population%20Growth%20and%20Increasing%20Retirements%20Mean%20for%20the%20Workforce#page=15/62418977-6cc1-6012-6b35-09209f01259b?version=1.1>. Accessed October 2025.

23 Oregon Department of Employment. "Oregon's Labor Force: What Slower Population Growth and Increasing Retirements Mean for the Workforce." July 2025, <https://qualityinfo.org/documents/20117/102314/Oregon%E2%80%99s%20Labor%20Force%20-%20What%20Slower%20Population%20Growth%20and%20Increasing%20Retirements%20Mean%20for%20the%20Workforce#page=15/62418977-6cc1-6012-6b35-09209f01259b?version=1.1>. Accessed October 2025.

24 Source: Oregon occupational projection data and average annual earnings in Oregon from HECC analysis of Oregon Employment Department data, "2022 Oregon Wage Data," and "Oregon Occupational Employment Projections, 2021-2031," <https://www.qualityinfo.org/data>. Oregon annual earnings by education level from U.S. Census Bureau (2021).

This shift in the workforce has critical consequences for workforce development: an anticipated acceleration in retirements will reduce the available labor pool, requiring new efforts to adapt Oregon’s labor force through workforce training and talent attraction. Regions and sectors with older workforces may face more acute labor shortages, emphasizing the importance of investing in upskilling younger workers and, in the short term, creating policies that support longer workforce participation and transition planning as people retire at older ages.²⁵

OED reports that the impact of an aging labor force is stronger in Oregon than in many other states. The demographic shift is resulting in large numbers of people moving out of the labor force into retirement, constrained labor supply, and many unfilled but critically needed job vacancies.²⁶

Labor Force Participation by Gender

Table 2.1.7 shows labor force participation and unemployment rates by gender among Oregonians 20 through 64.²⁷ Men generally have higher participation rates but also higher unemployment than women. These gaps are likely linked to caregiving roles and limited affordable childcare, which can push people—particularly women—out of the labor force.^{28,29,30} The cost of center-based childcare has risen more than 70 percent since 2000, and the costs of home-based care have risen nearly as high.³¹ Future Ready Oregon grantees and administrators report childcare as a key barrier to workforce development participation and employment. These labor force participation and unemployment rates have moved less than a percentage point since 2022, when Future Ready Oregon began. (See Appendix C for trends of labor force participation rates.)

25 Oregon Department of Employment. “Oregon’s Labor Force: What Slower Population Growth and Increasing Retirements Mean for the Workforce.” July 2025, <https://qualityinfo.org/documents/20117/102314/Oregon%E2%80%99s%20Labor%20Force%20-%20What%20Slower%20Population%20Growth%20and%20Increasing%20Retirements%20Mean%20for%20the%20Workforce#page=15/62418977-6cc1-6012-6b35-09209f01259b?version=1.1>. Accessed October 2025.

26 Oregon Department of Employment. “Oregon’s Labor Force: What Slower Population Growth and Increasing Retirements Mean for the Workforce.” July 2025, <https://qualityinfo.org/documents/20117/102314/Oregon%E2%80%99s%20Labor%20Force%20-%20What%20Slower%20Population%20Growth%20and%20Increasing%20Retirements%20Mean%20for%20the%20Workforce#page=15/62418977-6cc1-6012-6b35-09209f01259b?version=1.1>. Accessed October 2025.

27 The labor force participation rates and unemployment rates by gender are only available for civilian non-institutional population by the US Census for people ages 20-64.

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

29 Oregon Office of Economic Analysis (2021).

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

31 Oregon Child Care Research Partnership, “2024 Child Care Market Price Study,” Oregon State University, <https://health.oregonstate.edu/sites/health.oregonstate.edu/files/2024-oregon-market-price-study-changes-in-child-care-prices-summary.pdf>.

Table 2.1.7: Oregon's Population and Labor Force Data by Binary Gender, Ages 20 to 64, 2024.

Binary Gender	Civilian Non-Institutional Population	Labor Force Participation Rate	Unemployment Rate
Men	1,250,355	83%	4.9%
Women	1,225,803	76%	3.9%

Source: U.S. Census, Year 2024, Labor Force Participation rate uses a three-year rolling average 2022-2024

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

Table 2.1.8 shows that men make up just over half of labor force participants, while Future Ready Oregon participants were split evenly by gender. The share of participants identifying as women slightly exceeds their share in the overall labor force, suggesting slight improvements in economic opportunities for women. Additionally, the representation of women among those who have attained employment after participating in Future Ready Oregon services is also higher their share in the labor force, at 50 percent.

Table 2.1.8: Composition of Oregon's labor force and Future Ready Oregon participation by Gender.

Gender	Labor Force Participation Composition*, **	Future Ready Oregon Participation Composition***	Employed Future Ready Oregon Participants Employed After Services
Men	53%	50%	48%
Women	47%	49%	50%
Non-Binary	N/A	1%	1%

*Three-year rolling average (2022-2024).

**Ages 20-64 included only

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

Summary

Future Ready Oregon programs are reaching higher shares of Priority Populations than are present in the labor force overall. Communities of Color, rural/frontier communities, youth, and women are all comparatively overrepresented among Future Ready Oregon participants, which suggest grantee outreach and innovations are helping make workforce development more equitable. Individuals who have secured employment after participating in Future Ready Oregon services represent a diverse cross-section of the community, including higher proportions of Black/African Americans, Multiracial individuals, and rural residents, as well as a larger presence of young adults, reflecting the program's effectiveness in fostering inclusion and addressing systemic inequities within the labor market. However, a serious gap exists for older workers: Future Ready Oregon has served fewer older Oregonians than their share in the labor force, even as Oregon's population is aging and the state is increasingly reliant on older workers. Rural counties already have proportionally older workforces and fewer mid-career workers to replace retirees than urban areas, so they may also face

especially severe staffing shortages as Oregonians retire. Oregonians of Color have higher rates of unemployment (except Asian American/Asian Oregonians) and represent an important, underused pool of talent that could help fill labor shortages if barriers to hiring—like access to training, childcare, transportation, and other basic needs—are addressed. Coupled with the slowing statewide labor force growth, these trends are alarming and underscore the need for greater workforce development: unless workforce development programs and partners deliberately recruit and engage older workers—ages 45 and older—and rural communities attract new residents or boost local participation, Oregon risks reduced economic growth, decreased productivity, and challenges for business to meet customer demand. Building on the current state of the labor force, we turn next to considering future employment trends, especially in healthcare, manufacturing, and technology.

2.2. OREGON’S ECONOMIC CONTEXT: EMPLOYMENT PROJECTIONS

The labor force data described thus far are through 2024, the most recent year of data available. Looking forward, the economic outlook for 2025 and beyond differs substantially from 2024 because of fiscal, trade, and programmatic shifts at the federal level whose full effects remain uncertain. Recent federal budget reductions and program realignments have lowered staffing and resources in some federal agencies and initiatives, which may reduce federal supports for state and local programs in the near term.³² At the same time, new or expanded tariffs and trade measures create downstream risk for Oregon exporters as manufactured goods, wood products, and certain agricultural harvests account for a substantial share of the state’s export activity.³³ If export markets contract, demand for locally made goods will likely fall as well.

As economic projections rely heavily on historical patterns, they may not fully capture the impact of these federal changes, especially in terms of pace and scale. Oregon’s relatively large manufacturing employment share and its role in export-intensive sectors make the state especially exposed to trade disruptions and demand shifts. Cuts to social programs could also shift responsibility and costs to state and local governments. If more state resources are needed to address basic needs, discretionary investments in workforce development, education, transportation, and economic development investments may decline.³⁴ The implications of these changes are largely unknown and make it difficult to project and plan for tomorrow’s economy and labor force.

Despite recent political and economic changes, Oregon continues working to improve outcomes for its residents, businesses, and the state economy. The 2033 employment projections show strong labor demand in Future Ready Oregon’s prioritized sectors—healthcare, manufacturing, technology,

32 Office of Economic Analysis, Department of Administrative Services. Oregon Economic and Revenue Forecast. <https://www.oregon.gov/das/oea/Documents/OEA-Forecast-1224.pdf> December. 2024.

33 Business Oregon. “Business Oregon : Trade in Oregon : State of Oregon.” Oregon.gov: Business Oregon, April 2025, www.oregon.gov/biz/programs/export/trade/pages/default.aspx.

34 Congressional Budget Office. “Congressional Budget Office.” Cbo.gov, www.cbo.gov/; accessed October 24, 2025.

and construction (including apprenticeships). These sectors demonstrate continued projected growth and offer education and training pathways with relatively high earning potential.³⁵

This section presents both historical and projected data, running from 2013 through 2033, for the state as a whole and for employment in the healthcare, manufacturing (as called for in the Future Ready Oregon legislation) and (where possible) technology sectors. We report on job vacancies, annual employment trends and salaries, and long-term industry and occupational projections for the state as a whole and within these industry sectors (per SB 1545, 2022). Long-term projections for job changes over the next decade complement annual trends and are also helpful to avoid yearly fluctuations and to account for the time to educate and train the workforce in occupations that require postsecondary education and training.

Projected Openings by Industry

The latest industry forecasts from OED predict continued positive growth across all sectors except in the federal government, as illustrated in Figure 2.2.1 below. Additionally, manufacturing jobs are projected to grow by seven percent over the next decade, adding more than 11,800 positions. Figure 2.2.1 below shows both the projected growth rate (the percentage increase in jobs from 2023 to 2033) and the expected number of new jobs for each industry.

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

Daugherty, L. and D. M. Anderson, "Stackable Credential Pipelines in Ohio: Evidence on Programs and Earnings Outcomes," 2021. RAND: Santa Monica, California.
Di, X. and M. Trimble, "What About Certificates? Evidence on the Labor Market Returns to Nondegree Community College Awards in Two States," *Educational Evaluation and Policy Analysis*. 38(2): June 2016.

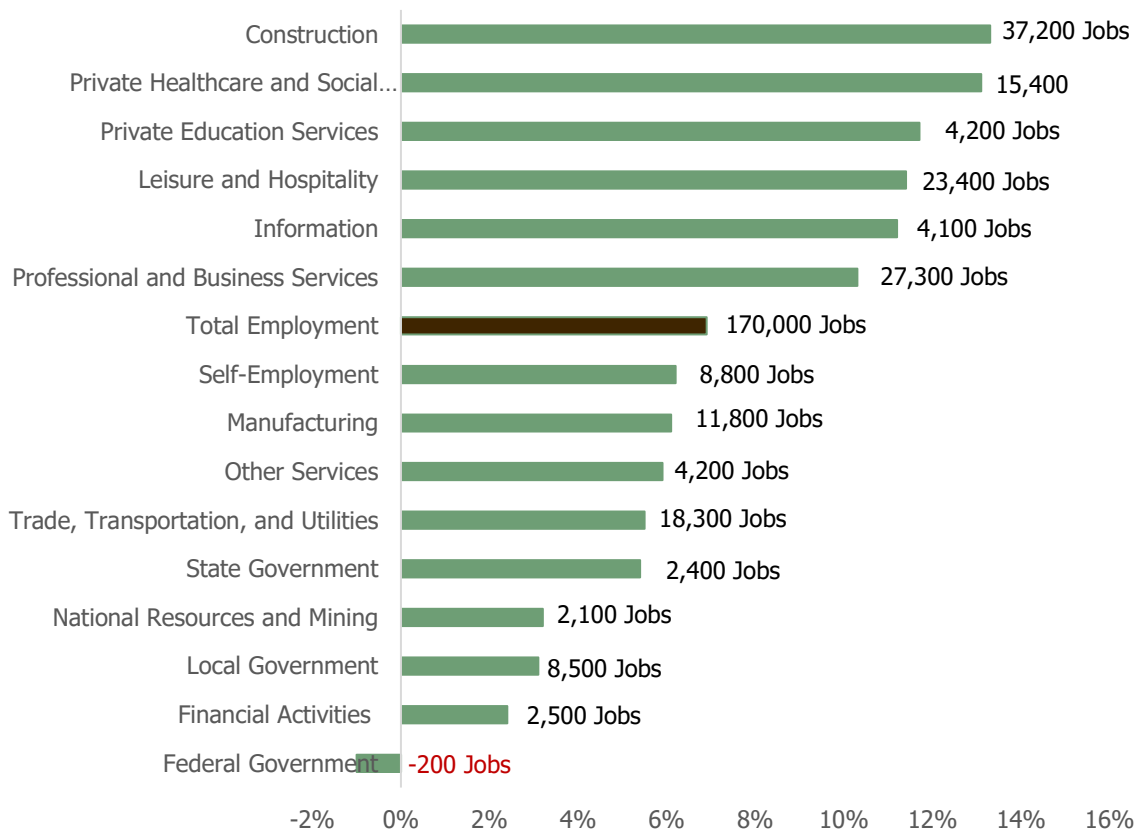


Figure 2.2.1: Projected Job Growth Rate and Number of Jobs in Oregon by Industry, 2023 – 2033.

Source: Oregon Employment Department, 2023, www.qualityinfo.org;
<https://www.qualityinfo.org/documents/20117/102280/100825%20-%20Oregon%20Economic%20Update>.

Job vacancies fell between 2023 and 2024 by 21 percent.³⁶ According to OED, 19 of the 22 major occupational groups saw fewer job vacancies in 2024 than in 2023. The healthcare and manufacturing industries continue to have occupations that have high demand for workers, high earnings, many difficult-to-fill vacancies, and a high proportion of vacant positions that require postsecondary education and training. Almost one in three vacant positions (31 percent) in 2024 were in the healthcare and social assistance industry alone, up from 27 percent in 2023.³⁷ Adding the vacant positions from manufacturing (nine percent of vacant positions), construction (five percent), and information technology (one percent), the Future Ready Oregon key industries account for almost half of all vacancies (46 percent) in Oregon in 2024. Moreover, the vacancies in these key

³⁶ Oregon Employment Department. "Top Occupations Oregon Employers Were Hiring in 2024 Job Vacancies - QualityInfo." QualityInfo, 2024, www.qualityinfo.org/-/top-occupations-oregon-employers-were-hiring-in-2024-job-vacancies. Accessed 24 Oct. 2025.

³⁷ These results come from an OED survey of private employers from all industries with open and vacant positions. Source: Oregon Economic Department: <https://www.qualityinfo.org/data>

industries comprise an even greater share of all vacancies in 2024 than they did in 2023, at 37 percent.

Table 2.2.1: 2024 Survey Results Regarding Open Vacancies.

Industry	Vacancies	Difficult to Fill	Require Education Beyond High School	Average Hourly Wage
Healthcare and Social Assistance	18,203	53%	55%	\$26.83
Leisure and Hospitality	6,367	58%	5%	\$17.11
Manufacturing	5,384	60%	24%	\$24.49
Retail Trade	4,793	40%	11%	\$18.56
Management, Administrative, and Waste Services	4,006	40%	31%	\$30.74
Profession, Scientific, and Technical Services	3,875	59%	84%	\$34.27
Other Services	3,447	65%	47%	\$24.63
Construction	3,132	80%	33%	\$29.02
Wholesale Trade	2,180	54%	22%	\$23.88
Financial Activities	1,882	47%	43%	\$27.21
Private Educational Services	1,632	16%	77%	\$32.41
Transportation, Warehousing, and Utilities	1,508	77%	53%	\$26.14
Natural Resources and Mining	645	89%	10%	\$22.53
Information	403	66%	47%	\$23.99

Source: Oregon Economic Department: <https://www.qualityinfo.org/data>

Job growth from 2024 to 2025 was modest and narrowly distributed: only five industry groups added jobs (i.e., healthcare and social assistance; state and local government; leisure and hospitality; transportation, warehousing, and utilities; and information). Increases in private and public health-related fields combined outpaced overall non-farm growth because several other sectors contracted, including manufacturing (-6,200); professional and business services (-4,200); retail (-3,900); wholesale trade (-3,400); construction (-3,000); financial activities (-1,500); and the federal government (-1,200). Despite these short-term declines, ten-year projections still show net growth as industries incorporate replacement needs, demographic shifts, and expected industry transitions that unfold over a longer time period. However, recent federal legislative and policy changes—including budget cuts and new tariffs—introduce added uncertainty. For example, projections may not be as reliable as in previous years because the impact of tariffs will likely constrain export-dependent sectors, such as manufacturing.

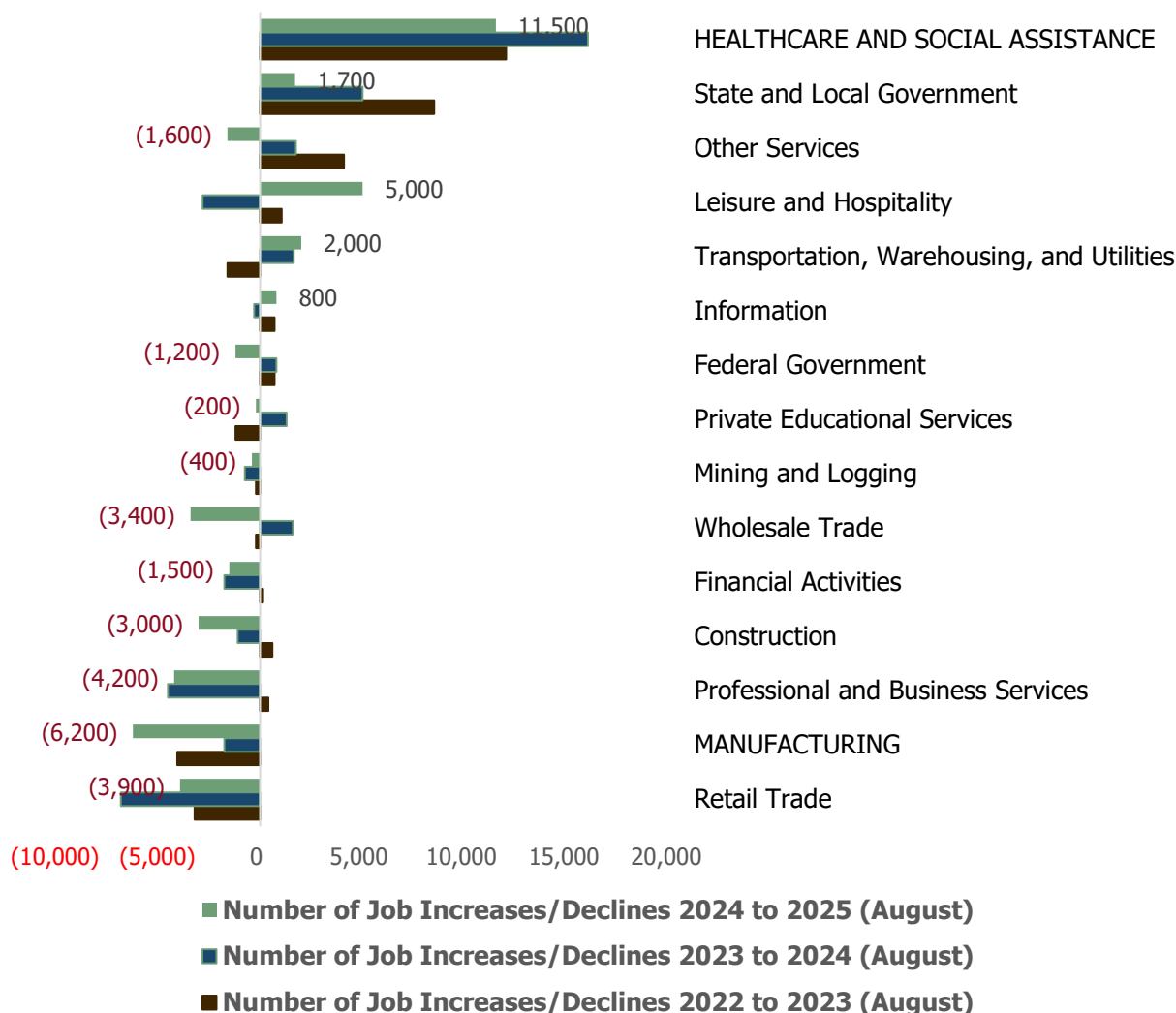


Figure 2.2.2: Snapshot of the Number of Oregon Increase/Decline and Average Pay by Industry, August 2022 to August 2023, August 2023 to August 2024, and August 2024 to August 2025.

While the number of jobs declined in Oregon in all but five industries, the average annual wages across all industries increased anywhere from one percent to nine percent during this same time. Overall, the average annual pay of Oregonians was \$71,313 in 2024.³⁸ Average wages in healthcare are below the annual pay of Oregonians (\$66,596), but the average wage among those who work in the manufacturing industry is \$90,356, almost \$20,000 more than the average annual pay. In both healthcare and manufacturing, many different types of occupations are included in these counts. For example, office support occupations exist in both industries.

38 [https://sos.oregon.gov/blue-book/Pages/facts/economy-wages.aspx#:~:text=Although%20Oregon's%20minimum%20wage%20is,less%20than%20\\$30%20per%20hour.&text=Help%20us%20improve!](https://sos.oregon.gov/blue-book/Pages/facts/economy-wages.aspx#:~:text=Although%20Oregon's%20minimum%20wage%20is,less%20than%20$30%20per%20hour.&text=Help%20us%20improve!)

Table 2.2.2 Oregon Annual Average Wages by Sector, 2022-2024.

Sector	2022	2023	2024
Information	\$120,874	\$129,052	\$141,175
Federal government	\$88,222	\$92,653	\$98,475
Wholesale trade	\$91,681	\$94,450	\$97,500
Professional and business services	\$88,684	\$91,967	\$93,257
Financial activities	\$85,950	\$87,573	\$91,537
Manufacturing	\$83,311	\$83,704	\$90,356
Construction	\$75,319	\$77,900	\$82,376
State and local government	\$70,326	\$72,706	\$77,460
Transportation, warehousing, and utilities	\$65,108	\$69,297	\$71,862
Mining and logging	\$62,258	\$65,940	\$70,248
Healthcare and social assistance	\$62,368	\$62,982	\$66,596
Other services	\$47,220	\$49,789	\$52,548
Private educational services	\$45,647	\$47,382	\$48,992
Retail trade	\$40,512	\$41,019	\$41,977
Leisure and hospitality	\$28,852	\$30,030	\$30,915
All Sectors	\$66,342	\$68,283	\$71,313

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2024

Projected High-demand and High-wage Occupations

Future Ready Oregon focuses primarily on three sectors—healthcare, manufacturing, and technology—due in part to the high-wage, high-demand, and high-skill occupations in those industries. For this reason, it is important to look at the projected number of jobs, current salaries, and educational preparation needed for these industry sectors. High-wage occupations are identified as occupations that have a higher median wage than all industries in a state.³⁹ High-demand occupations are determined to be high-demand if the occupation has a higher number of new and replacement positions than the median number of new and replacement openings in the state. Occupations are determined to be high-skill occupations when the minimum educational requirement and/or competitive education is postsecondary training or more. Projections of high-demand, high-wage occupations by industry show considerable projected growth by 2033, especially for healthcare, manufacturing, and technology.

39 Oregon Department of Employment. "Welcome - QualityInfo." www.qualityinfo.org, 2025, [https://www.qualityinfo.org/web/guest/-/data-sources-and-limitations-for-career-explorer?p_l_back_url=https%3A%2F%2Fwww.qualityinfo.org%2Fweb%2Fguest%2Fpubs%3Fp_id%3Dcom_liferay_portal_search_web_portlet_SearchPortlet%26p_p_lifecycle%3D0%26p_p_state%3Dmaximized%26p_p_mode%3Dview%26_com_liferay_portal_search_web_portlet_SearchPortlet_cur%3D8%26_com_liferay_portal_search_web_portlet_SearchPortlet_mvcPath%3D%252Fsearch.jsp%26_com_liferay_portal_search_web_portlet_SearchPortlet_keywords%3DFederal%26Government%26Jobs%26Bin%26Oregon%26_com_liferay_portal_search_web_portlet_SearchPortlet_formDate%3D1741103589820%26_com_liferay_portal_search_web_portlet_SearchPortlet_scope%3Dthis-site%26_com_liferay_portal_search_web_portlet_SearchPortlet_delta%3D60%26_com_liferay_portal_search_web_portlet_SearchPortlet_resetCur%3Dfalse&p_l_back_url_title=Publications#:~:text=The%20Oregon%20Employment%20Department%2C%20in,degree\)%20or%20above%20as%20competitive](https://www.qualityinfo.org/web/guest/-/data-sources-and-limitations-for-career-explorer?p_l_back_url=https%3A%2F%2Fwww.qualityinfo.org%2Fweb%2Fguest%2Fpubs%3Fp_id%3Dcom_liferay_portal_search_web_portlet_SearchPortlet%26p_p_lifecycle%3D0%26p_p_state%3Dmaximized%26p_p_mode%3Dview%26_com_liferay_portal_search_web_portlet_SearchPortlet_cur%3D8%26_com_liferay_portal_search_web_portlet_SearchPortlet_mvcPath%3D%252Fsearch.jsp%26_com_liferay_portal_search_web_portlet_SearchPortlet_keywords%3DFederal%26Government%26Jobs%26Bin%26Oregon%26_com_liferay_portal_search_web_portlet_SearchPortlet_formDate%3D1741103589820%26_com_liferay_portal_search_web_portlet_SearchPortlet_scope%3Dthis-site%26_com_liferay_portal_search_web_portlet_SearchPortlet_delta%3D60%26_com_liferay_portal_search_web_portlet_SearchPortlet_resetCur%3Dfalse&p_l_back_url_title=Publications#:~:text=The%20Oregon%20Employment%20Department%2C%20in,degree)%20or%20above%20as%20competitive).

Healthcare Employment

The labor market is projected to comprise an increasing amount of healthcare and social assistance workers through 2033. Before the pandemic, the healthcare and social assistance sector typically made up about one-fifth of private sector job openings; by 2033 its share is projected to rise to 32 percent, or almost one in three private sector job openings. Healthcare and social assistance are expected to outpace statewide growth: statewide employment is projected to rise about eight percent from 2023-2033, while this sector is forecast to grow roughly 13 percent, adding more than 37,000 jobs. That means about one in five new Oregon jobs through 2033 will be in healthcare and social assistance, and seven of the 15 fast growing occupations in the state are health-related (including nurse practitioners, physician assistants, medical and health services managers and veterinary occupations). Including replacement needs for retirees and others leaving their roles, the sector is projected to average nearly 38,000 job openings per year through 2033.⁴⁰

The expansion of healthcare is especially notable and double-edged: an aging population has increasing demand for health services while simultaneously removing workers from the labor force as workers retire, intensifying staffing pressures. Many Future Ready Oregon participants—especially from Priority Populations—still face barriers to accessing the postsecondary education and training required for competitive entry into these fields. To meet projected openings and adapt to shifting demand, workforce development must remain responsive: expand specific postsecondary and short-term credential pathways aligned with labor shortages, prioritize upskilling and career transitions for incumbent and displaced workers, and direct resources to underrepresented jobseekers and regions most affected by retirements and trade uncertainty.

The top two healthcare occupations that are high-demand and high-wage are registered nurses and substance abuse, behavioral disorder, and mental health counselors. By 2033, the healthcare industry should expect almost 30,000 registered nurse openings and more than 8,000 openings for substance abuse, behavioral disorder, and mental health counselors.⁴¹

40 "Economic Outlook." Oregon.gov, January 31, 2025., [https://www.oregon.gov/employ/Documents/2025-01-31-Economic-Outlook-Presentation.pdf#:~:text=Oregon's%20job%20growth%20will%20total%208%25%20between,self%2D%20employment%20will%20grow%20by%208%2C800%20\(6%25\).](https://www.oregon.gov/employ/Documents/2025-01-31-Economic-Outlook-Presentation.pdf#:~:text=Oregon's%20job%20growth%20will%20total%208%25%20between,self%2D%20employment%20will%20grow%20by%208%2C800%20(6%25).) Oregon Department of Employment, Quality Info.

41 These two occupations have been prioritized by the Healthcare Industry Consortium, which recommended that one of the third round of Workforce Ready Grants (2024) include a Request for Applications focused on nursing. In addition, beginning in 2024, the Higher Education Coordinating Commission and the Healthcare Consortium are partnering with the Governor's Office to assess behavioral health educational pathways to increase the number of behavioral health counselors in Oregon.

Table 2.2.3: Healthcare and Social Assistance High-demand.

Healthcare Occupation Title	Jobs 2023	Projected Jobs, 2033	Percent Change	New and Replacement Jobs 2033	2023 Median Annual Wage	Typical Entry-Level Education / Degree	Competitive Education
Registered Nurses	44,665	49,302	10.4%	28,801	\$114,296	Bachelor's degree	Bachelor's degree
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	7,236	8,700	20.2%	8,008	\$63,939	Bachelor's degree	Bachelor's degree
Child, Family, and School Social Workers	6,004	6,358	5.9%	5,231	\$62,026	Bachelor's degree	Master's degree
Dental Assistants	5,272	5,961	13.1%	8,103	\$58,781	Postsecondary training (non-degree)	Postsecondary training (non-degree)
Physicians, All Other	4,425	4,825	9.0%	1,506	>\$239,200	Doctoral or professional degree	Doctoral or professional degree
Licensed Practical and Licensed Vocational Nurses	4,315	4,757	10.2%	4,004	\$73,174	Postsecondary training (non-degree)	Postsecondary training (non-degree)
Pharmacists	3,984	4,438	11.4%	1,951	\$159,203	Doctoral or professional degree	Doctoral or professional degree
Massage Therapists	3,697	4,411	19.3%	5,837	\$84,698	Postsecondary training (non-degree)	Postsecondary training (non-degree)
Physical Therapists	3,561	4,265	19.8%	2,108	\$104,062	Doctoral or professional degree	Doctoral or professional degree
Clinical Laboratory Technologists and Technicians	3,817	4,186	9.7%	2,900	\$81,203	Bachelor's degree	Bachelor's degree
Nurse Practitioners	2,589	3,939	52.1%	2,755	\$141,606	Master's degree	Master's degree
Dental Hygienists	2,983	3,404	14.1%	2,474	\$108,909	Associate's degree	Bachelor's degree

Healthcare Occupation Title	Jobs 2023	Projected Jobs, 2033	Percent Change	New and Replacement Jobs 2033	2023 Median Annual Wage	Typical Entry-Level Education / Degree	Competitive Education
Educational, Guidance, and Career Counselors and Advisors	3,016	3,089	2.4%	2,348	\$70,387	Master's degree	Master's degree
Social Workers, All Other	2,831	3,034	7.2%	2,581	\$63,003	Bachelor's degree	Master's degree
Medical Records Specialists	2,532	2,832	11.8%	2,087	\$55,723	Postsecondary training (non-degree)	Postsecondary training (non-degree)
Radiologic Technologists and Technicians	2,544	2,823	11.0%	1,652	\$97,240	Associate's degree	Bachelor's degree
Healthcare Social Workers	2,415	2,665	10.4%	2,369	\$83,824	Bachelor's degree	Master's degree
Mental Health and Substance Abuse Social Workers	2,213	2,482	12.2%	1,998	\$60,923	Master's degree	Master's degree
Veterinarians	1,768	2,211	25.1%	972	\$109,346	Doctoral or professional degree	Doctoral or professional degree
Physician Assistants	1,536	2,092	36.2%	1,443	\$138,819	Master's degree	Master's degree
Speech-Language Pathologists	1,728	2,068	19.7%	1,335	\$104,291	Master's degree	Doctoral or professional degree
Health Technologists and Technicians, All Other	1,725	1,893	9.7%	1,451	\$62,566	Postsecondary training (non-degree)	Postsecondary training (non-degree)
Community Health Workers	1,617	1,886	16.6%	1,988	\$54,558	Postsecondary training (non-degree)	Postsecondary training (non-degree)
Respiratory Therapists	1,547	1,850	19.6%	1,067	\$90,750	Associate's degree	Bachelor's degree
Occupational Therapists	1,334	1,522	14.1%	921	\$105,498	Master's degree	Doctoral or professional degree

Healthcare Occupation Title	Jobs 2023	Projected Jobs, 2033	Percent Change	New and Replacement Jobs 2033	2023 Median Annual Wage	Typical Entry-Level Education / Degree	Competitive Education
Probation Officers and Correctional Treatment Specialists	1,390	1,498	7.8%	1,216	\$80,974	Bachelor's degree	Bachelor's degree
Acupuncturists	1,347	1,495	11.0%	865	\$76,128	Master's degree	Doctoral or professional degree
Diagnostic Medical Sonographers	1,231	1,492	21.2%	924	\$108,867	Associate's degree	Bachelor's degree
Surgical Technologists	1,274	1,418	11.3%	901	\$77,834	Postsecondary training (non-degree)	Associate's degree
Paramedics	998	1,156	15.8%	645	\$72,738	Postsecondary training (non-degree)	Postsecondary training (non-degree)
Physical Therapist Assistants	728	970	33.2%	1,493	\$66,019	Associate's degree	Associate's degree
Dietitians and Nutritionists	792	876	10.6%	623	\$84,053	Bachelor's degree	Bachelor's degree
Health Education Specialists	788	857	8.8%	876	\$77,480	Bachelor's degree	Master's degree

Source: Oregon Employment Department, 2024, www.qualityinfo.org; SOC Codes 21, 29, and 31.

Manufacturing Employment

Manufacturing employment in Oregon has declined in recent years even as occupational growth is projected long-term (See figures 2.2.1 and 2.2.2.) These conflicting perspectives may be due to short-term declines reflecting immediate factors, such as plant closures and automation, while long-term projections account for replacement needs such as retirements and turnover, gradual industry stabilization, and demand for specific occupations within manufacturing (e.g., machinists, maintenance technicians, and industrial engineers). Those who work in the manufacturing industry are aging; 26 percent of the employment in the manufacturing industry was held by people 55 years and older in 2022. In other words, total employment can fall year to year, as we see in Figure 2.2.2, while projected job openings still appear due to the need to replace workers who leave their position. Because of rapid technological advances, new workers also often need new and higher skills.

Manufacturing jobs are frequently reported as hard to fill for several reasons: potential workers lack specific skills that require technical, digital, and advance manufacturing competencies; the workforce is aging with fewer mid-career replacements locally; lack of occupational awareness or misperceptions make manufacturing less appealing to younger Oregonians; and geographic mismatches exist between employers and available labor. As employers automate, the jobs that remain demand higher technical and problem-solving skills, which often narrows the labor pools to candidates with postsecondary education and training.

OED characterizes several manufacturing occupations as high-demand and high-wage and projects that, through 2033, there will be 30,910 new and replacement positions in these high-demand, high-wage roles. Notably, 83 percent of these projected positions are concentrated in the four most common manufacturing occupations: 1) first-line supervisors of production and operating workers, 2) welders, cutters, solderers, and brazers, 3) semiconductor processing technicians, and 4) machinists. The typical entry-level educational requirement for these occupations is a high school diploma or equivalent, although postsecondary education is preferred.⁴² While most high-demand, high-wage occupational groups are expected to see an increase in new and replacement positions, structural metal fabricators and fitters are anticipated to experience a decline in the number of available positions by 2033. See Table 2.2.4.

⁴² Source: Oregon Employment Department, 2023, www.qualityinfo.org

Table 2.2.4: Manufacturing High-demand, High-Wage Occupations.

Manufacturing Occupation Title	Jobs 2023	Projected Jobs, 2033	Percent Change	New and Replacement Jobs	2023 Median Annual Wage	Typical Entry-Level Education / Degree	Competitive Education
First-Line Supervisors of Production and Operating Workers	9,529	10,105	6.0%	9,672	\$65,645	High school diploma or equivalent	Bachelor's degree
Welders, Cutters, Solderers, and Brazers	5,784	6,485	12.1%	6,698	\$56,867	High school diploma or equivalent	Postsecondary training (non-degree)
Semiconductor Processing Technicians	4,708	5,087	8.1%	5,700	\$60,299	High school diploma or equivalent	Associate's degree
Machinists	3,103	3,510	13.1%	3,678	\$61,776	High school diploma or equivalent	Postsecondary training (non-degree)
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1,324	1,405	6.1%	1,457	\$53,789	High school diploma or equivalent	High school diploma or equivalent
Structural Metal Fabricators and Fitters	1,076	1,038	-3.5%	1,072	\$53,789	High school diploma or equivalent	Postsecondary training (non-degree)
Water and Wastewater Treatment Plant and System Operators	1,026	1,034	0.8%	947	\$65,354	Postsecondary training (non-degree)	Postsecondary training (non-degree)
Chemical Equipment Operators and Tenders	941	981	4.3%	989	\$51,792	High school diploma or equivalent	High school diploma or equivalent
Computer Numerically Controlled Tool Programmers	521	664	27.4%	697	\$74,672	Postsecondary training (non-degree)	Postsecondary training (non-degree)

Source: Oregon Employment Department, 2024, www.qualityinfo.org; SOC Code 51.

Technology Employment

Technology roles span many industries rather than belonging to a single industry such as healthcare and manufacturing, but because there are distinct technology occupations, we can examine them in the occupational forecasts. Of the sixteen high-demand, high-wage technology occupations, eleven have median annual wages above \$100,000, software developers are projected to account for the largest share of new and replacement technology positions—about 30 percent of total. All but one of these high-demand, high-wage technology positions require postsecondary education and training. There is very little variation between the typical educational requirements and competitive educational requirements in these occupations.

Table 2.2.5: Technology High-demand, High-Wage Occupations.

Technology Occupation Title	Jobs 2023	Projected Jobs, 2033	Percent Change	New and Replacement Jobs	2023 Median Annual Wage	Typical Entry-Level Education/ Degree	Competitive Education
Software Developers	21,977	28,444	29.4%	19,415	\$133,931	Bachelor's degree	Bachelor's degree
Computer User Support Specialists	8,738	9,163	4.9%	6,064	\$63,794	Postsecondary training (non-degree)	Bachelor's degree
Computer Systems Analysts	5,025	5,435	8.2%	3,391	\$116,397	Bachelor's degree	Bachelor's degree
Network and Computer Systems Administrators	4,410	4,568	3.6%	2,504	\$104,187	Bachelor's degree	Bachelor's degree
Electrical Engineers	3,438	3,857	12.2%	2,402	\$124,072	Bachelor's degree	Master's degree
Data Scientists	2,714	3,635	33.9%	2,714	\$118,373	Bachelor's degree	Bachelor's degree
Computer Occupations, All Other	2,866	3,181	11.0%	2,125	\$94,453	High school diploma or equivalent	High school diploma or equivalent
Computer Network Support Specialists	2,660	2,924	9.9%	2,023	\$67,101	Postsecondary training (non-degree)	Bachelor's degree
Electrical and Electronic Engineering Technologists and Technicians	2,651	2,764	4.3%	2,571	\$76,482	Associate's degree	Associate's degree
Software Quality Assurance Analysts and Testers	2,153	2,612	21.3%	1,841	\$92,643	Bachelor's degree	Bachelor's degree
Operations Research Analysts	1,864	2,326	24.8%	1,756	\$99,986	Bachelor's degree	Master's degree
Web and Digital Interface Designers	1,806	2,162	19.7%	1,676	\$100,069	Bachelor's degree	Bachelor's degree
Information Security Analysts	1,575	2,087	32.5%	1,506	\$103,293	Bachelor's degree	Bachelor's degree
Computer Programmers	2,013	1,824	-9.4%	932	\$115,669	Bachelor's degree	Bachelor's degree

Technology Occupation Title	Jobs 2023	Projected Jobs, 2033	Percent Change	New and Replacement Jobs	2023 Median Annual Wage	Typical Entry-Level Education/ Degree	Competitive Education
Computer Network Architects	1,545	1,600	3.6%	874	\$125,445	Bachelor's degree	Bachelor's degree
Web Developers	1,173	1,374	17.1%	943	\$66,206	Bachelor's degree	Bachelor's degree
Database Administrators	943	1,036	9.9%	638	\$101,462	Bachelor's degree	Bachelor's degree
Computer and Information Research Scientists	781	989	26.6%	736	\$164,986	Master's degree	Doctoral or professional degree

Source: Oregon Employment Department, 2024, www.qualityinfo.org; SOC Code 15, 17.2061, 17.2071, and 17.3023.

Future Ready Oregon Training by Industry

Many Future Ready Oregon grantees are offering or developing training in healthcare, manufacturing, and technology, even though only Workforce Ready Grants and Registered Apprenticeships were required to target these industries. More than two in five participants in training that was occupation-specific or industry-specific were in programs preparing them for jobs in healthcare, manufacturing, or technology. (See Table 2.2.6.) Between March 2022 and June 2025, about 23 percent were enrolled in healthcare programs, 13 percent in manufacturing programs, and six percent in technology-related programs.

Table 2.2.6: Classification of Instruction Programs in Industry-specific Training Programs by Number of Participants Served between March 2022 and June 2025.

Category of Instructional Program (CIP)	Number of Participants	Percent of Participants
Health Professions and Related Clinical Sciences and Health Related Knowledge	3,194	23%
Precision Production and Mechanic and Repair Technologies/Technicians	1,764	13%
Basic Skills/High school/Secondary Diplomas and Certificates	1,809	13%
Construction Trades	1,294	9%
Engineering and Engineering Technologies/Technicians	941	7%
Transportation And Materials Moving	963	7%
Business, Management, Marketing, And Related Support Services	824	6%
Computer And Information Sciences and Support Services	436	3%
Technology Education/Industrial Arts	358	3%
Education	390	3%
Public Administration and Social Service Professions	351	3%
Family And Consumer Sciences/Human Sciences	299	2%
Agriculture, General	220	2%
Personal And Culinary Services	197	1%
All Other	1,199	9%
Total Number of Participants Who Took Topic-Based Workforce Development Education	13,719	100%

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

Summary

To strengthen Oregon's workforce in the healthcare, manufacturing, and technology sectors, many Future Ready Oregon grantees, excluding Youth Programs, are offering or developing workforce development training opportunities in these areas. Future Ready Oregon is noteworthy, given that only Workforce Ready Grants and Registered Apprenticeship programs limited training to these industries. Among those who took topic-based workforce development training (N=13,719), data

show that two in five of these participants (42 percent) took training in healthcare, manufacturing, and technology, as illustrated in the red bands in Table 2.2.6. At this time, we cannot definitively determine these training programs serve as direct pathways to the high-demand, high-wage, high-skill occupations in healthcare, manufacturing, and technology.

2.3. OREGON'S EDUCATIONAL CONTEXT: EDUCATIONAL ATTAINMENT

Oregon Employment Department projections indicate that roughly one-third of job openings over the next decade will require some postsecondary education or training, and about 60 percent of openings will require education beyond high school to be competitive. For occupations that are high demand and high-wage in 2033, 71 percent of openings required education and training beyond high school and virtually all—91 percent—openings will require education and training beyond high school to be competitive.⁴³ Given this link between education/training, demand, and earnings, many Future Ready Oregon programs aim to facilitate participants' credential attainment, completion of training programs, and raising educational attainment statewide to fill labor shortages. In this section, we provide baseline educational attainment data to track progress.

Oregon's two statewide educational goals reflect this demand for postsecondary skills. The 40-40-20 initiative (adopted in 2017) aims for 40 percent of high school graduates to earn a bachelor's degree or higher, 40 percent to obtain a two-year degree or short-term certificate, and 20 percent to hold a high school diploma or equivalent, beginning with the high school class of 2025. Recent data show a gap to close to meeting this goal. In 2024, 57 percent of Oregonians ages 25-34 had earned a postsecondary award, well below the combined 80 percent target.

⁴³ Source: Oregon Employment Department, 2024, www.qualityinfo.org;

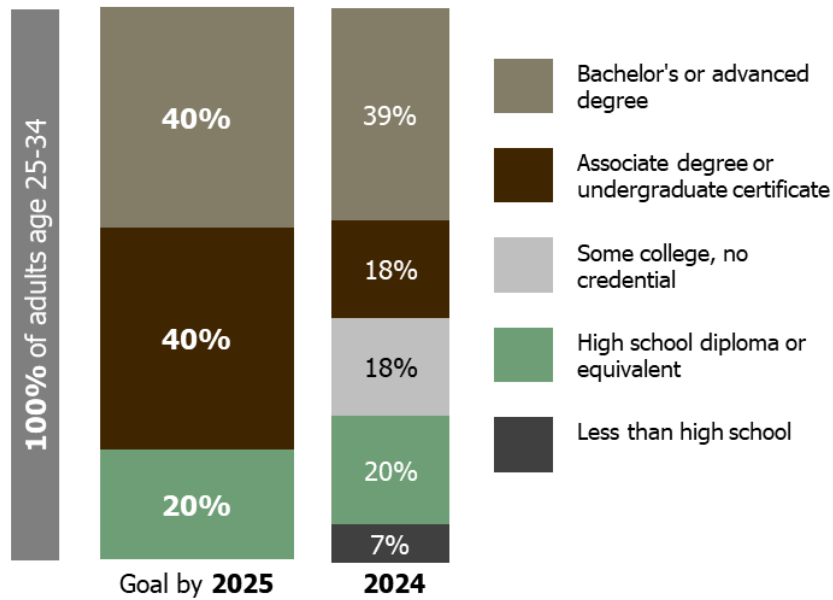


Figure 2.3.1: Oregon Educational Attainment among People Ages 25 to 34.

Source: U.S. Census, American Community Survey, Table S2301; 2024 data is based on a rolling three year average (2022-2024).

Oregon's second educational attainment goal, adopted in 2018, targets increased credentials among Oregonians ages 25 and older. The adult attainment goal seeks at least 300,000 adults in this group to earn a new postsecondary degree or certificate by 2030. Historically, roughly 20,000 postsecondary credentials have been awarded to adults ages 25 and older each year, so the 300,000 goal implies an average of about 30,000 completions annually. This goal was adopted to align with projected labor force needs. Completions and enrollment fell after the goal was established, largely due to the COVID-19 pandemic, and Oregon has made only limited progress toward the adult attainment goal over the past three years. (See Figure 2.3.2.)

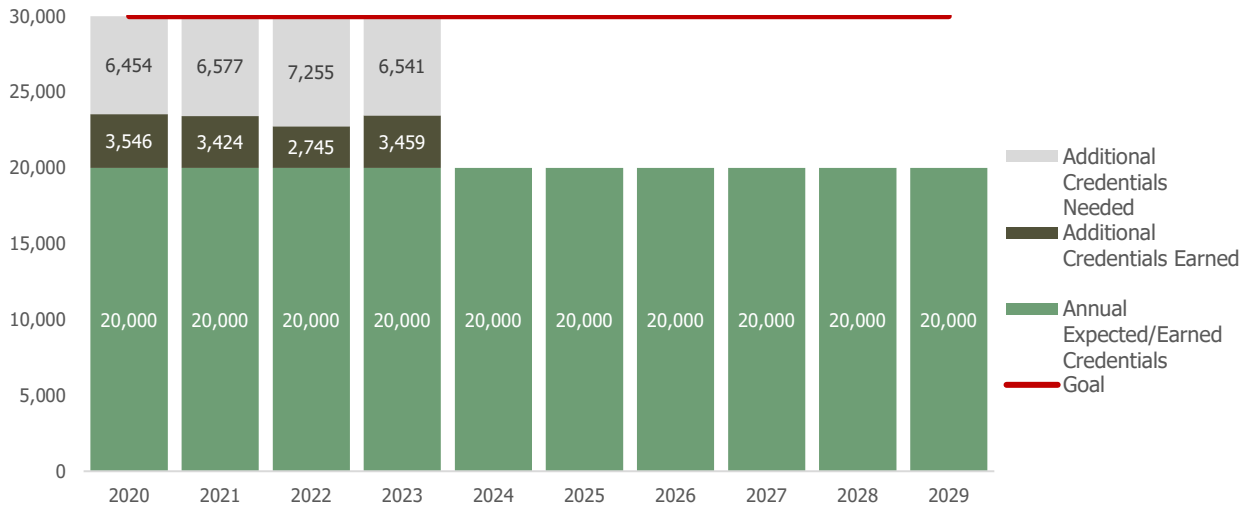


Figure 2.3.2: Number of Credentials Earned and Needed among People Ages 25 and Older, 2020 – 2030.

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

Future Ready Oregon contributes to both of these educational attainment goals. By June 2025, 19 percent (4,428) of the participants across four programs—Prosperity 10,000, Career Pathways, Registered Apprenticeships, and Workforce Ready Grants—had earned credentials through workforce education and training. Credential earners in these programs are more likely to be people of color, residents of rural or frontier areas, and young adults than Oregon’s overall population and labor force.

A relatively small share of Future Ready Oregon participants is aged 45 and older. (See Table 2.1.6 and Table 2.3.1.) While Future Ready Oregon has made progress in expanding access to postsecondary education and training for many, its reach to mid-career and later-career adults remains limited. Strengthening outreach and offering tailored support for older learners could substantially improve Future Ready Oregon’s impact on a workforce segment facing imminent retirements and significant retraining needs.

Table 2.3.1: Future Ready Oregon Participants and Credentials Earned.

Priority Population	Number of Participants who Earned Credentials	Percent of All Participants who Earned Credential(s)	Percent of Participants within Group who Earned Credentials
By Race			
Asian American/Asian	154	4%	21%
Black/African American	247	6%	18%
Native American/Alaska Native	141	3%	19%
Native Hawaiian/Pacific Islander	27	1%	20%
Latino/a/x /Hispanic	677	16%	20%
Two or More Races	727	17%	20%
White	2,189	53%	19%
By Gender			
Women	1,881	49%	19%
Men	1,855	49%	18%
Non-Binary	73	2%	23%
By Age			
16 to 19 years	384	9%	14%
20 to 24 years	933	21%	24%
25 to 34 years	1,232	28%	23%
35 to 44 years	996	23%	20%
45 to 54 years	523	12%	17%
55 to 64 years	234	5%	14%
65 years +	36	1%	8%
By Geography			
Frontier	133	3%	20%
Rural	1,485	38%	17%
Urban	2,287	59%	19%
By Other Priority Populations			
Persons Incarcerated or Formerly Incarcerated	323	7%	8%
Federally Recognized Tribal Member	115	3%	21%
Veteran	139	3%	22%
Person with a Disability	422	10%	16%
Person Identifies with LGBTQ+ Community	274	6%	23%

Percentages are rounded to nearest whole number. These figures exclude Youth Programs per SB 1545 (2022), section 12.3.b.

The most common type of credential earned is an occupational skills certificate. The second and third most common credentials earned are occupational skills licenses and technical/occupational

skills certificates. While a portion of participants earned degrees—20 percent earned an associate degree and less than one percent earned a bachelor’s degree or higher—the majority of credentials earned are short-term occupational certifications that directly enhance workforce skills.

Table 2.3.2: Number of Credentials Earned by Future Ready Oregon Participants by Type of Credential.

Type of Credentials	Number of Participants	Percent of Credential Earners by Type	Number of Credentials Earned
HS Diploma or GED/Equivalent	88	2%	92
Occupational Skills License	731	17%	789
Occupational Skills Certificate, Credential	1,033	23%	1,201
Technical/Occupational Skill Certificate	836	19%	913
Occupational Certification	585	13%	631
CTE Certificate (Less than 1 year)	174	4%	174
CTE Career Pathway Certificate	685	15%	772
CTE Certificate (More than 1 year, less than 2 years)	378	9%	378
CTE Certificate (2 or more years)	*	--	*
CTE Applied Science (AAS)	550	12%	550
AA, AS, or Lower Division Collegiate Degree	358	8%	382
BA or BS Diploma/Degree	*	0%	*
Post Graduate Degree	16	0%	16
Other Recognized Diploma, Degree, Certificate, License	209	5%	218
Total Number of Participants who Earned Credentials	4,430	100%	6,134

Unduplicated by credential type for the number of participants only. These figures exclude Youth Programs per SB 1545 (2022), section 12.3.b.

*Suppressed to maintain participant confidentiality.

As mentioned previously, three of the eight Future Ready Oregon programs focus on specific industries—namely healthcare, manufacturing, and technology, with construction also represented in the Apprenticeship Program. To understand the impact of credential attainment on these industry sectors, we also examined the subject areas of the instructional programs where participants earned credentials. Participants earned 6,134 credentials in total and among these credentials, 96 percent resulted from topic-based training. The highest completion rate observed was in healthcare and health related fields where 42 percent of the participants who took this topic-based workforce development earned a credential. This was followed by manufacturing,⁴⁴ with a completion rate of 40 percent, and technology,⁴⁵ where 32 percent of participants earned credentials. These percentages represent the proportion of individuals who successfully obtained credentials out of those who

44 Used Precision Production and Mechanic and Repair Technologies/Technicians

45 Used Technology Education/Industrial Arts and Computer and Information Sciences and Support Services.

completed training in each specific topic. This distribution highlights the sectors where participants are most actively earning industry-specific credentials.

Table 2.3.3: Participants who Earned Credential by Classification of Instructional Program.

Classification of Instructional Programs (CIP)	Number of Participants who Earned Credentials	Number of Participants who Took Topic-Based Training	Number of Credentials Earned	Percent of Participants who Took Topic-Based Training who Earned Credentials
Health Professions and Related Clinical Sciences and Health Related Knowledge	1,337	3,194	1,640	42%
Transportation and Materials Moving	687	963	929	39%
Construction Trades	563	1,294	780	31%
Precision Production and Mechanic and Repair Technologies/Technicians	512	1,764	663	40%
Business, Management, Marketing, and Related Support Services	210	824	281	22%
Basic Skills/High school/ Secondary Diplomas, Certificates	202	1,809	223	25%
Technology Education/Industrial Arts	137	358	151	31%
Engineering and Engineering Technologies/Technicians	126	941	157	35%
Personal and Culinary Services	102	197	107	26%
Computer and Information Sciences and Support Services	100	436	131	28%
Family and Consumer Sciences/ Human Sciences	91	299	146	30%
Education	85	390	103	37%
Public Administration and Social Service Professions	61	351	70	28%
Agriculture, General	58	220	67	29%
All Other	421	1,199	472	14%
Unique Total	4,430	13,719	6,134	31%

Data Note: Unduplicated by CIP

Summary

Since its launch in March 2022, Future Ready Oregon has been contributing toward the state's educational attainment goals. Last year, 17 percent of all Future Ready Oregon participants earned credentials, and this year 19 percent earned credentials. While these early results show promise, there is still room to improve participation among older Oregonians, as results indicate their representation remains relatively low and one of the state's educational attainment goals is for older workers in particular. The most frequently awarded credentials, such as occupational certificates and licenses, highlight a strong emphasis on practical skills aligned with labor market demands.

Instructional programs in health-related fields, transportation, construction, manufacturing, and technology comprise the majority of earned credentials by Future Ready Oregon participants. Future Ready Oregon's key industries are well represented in these fields.

2.4. WORKFORCE DEVELOPMENT CONTEXT: REACHING BEYOND ESTABLISHED SYSTEMS

The existing labor force context, projected demand for labor, and educational attainment all point to the need to expand workforce development in Oregon. Future Ready Oregon was established specifically to address this need, which raises the question of whether the investment is bringing new Oregonians into workforce training and, eventually, into the labor force. To some extent, we can assess program reach by examining how many participants have not previously engaged with other workforce development services, such as those provided under the Workforce Innovation and Opportunity Act (WIOA; 2014). The Higher Education Coordinating Commission's Office of Workforce Investment (OWI) directs the WIOA Title I program, which is the other large publicly funded workforce training program in Oregon and includes grant programs for adult, youth, and dislocated workers. The Oregon Higher Education Coordinating Committee receives data on all Title I participants from the local workforce development boards, which implement the program. As a result, we can compare Future Ready Oregon participants to WIOA participants to determine how many individuals Future Ready Oregon has reached who have not been WIOA participants. This is a measure of workforce development expansion and a likely precursor to labor force expansion.

To assess this, we matched identifying information about Future Ready Oregon participants to WIOA participants using several standard progressive matching rules.⁴⁶ Future Ready Oregon participants who did not match with any WIOA participants are those we assume to be new to the public workforce development system. However, we note that identifying information is not available for all participants in either program. Due to this limitation, the number of Future Ready Oregon participants who are not found to have participated in WIOA programs is likely overestimated, and the actual number of new participants (i.e., not found in either WIOA or Future Ready Oregon) is likely lower. Therefore, these results should be interpreted with appropriate caution.

We identified approximately 10,100 (37 percent) Future Ready Oregon participants who had also participated in some form of WIOA programming. This means approximately 17,200 Future Ready Oregon participants (63 percent) had not participated in WIOA programming. In other words, nearly two in three Future Ready Oregon participants had not engaged with other major forms of established workforce development. This supports the conclusion that Future Ready Oregon has been able to engage new Oregonians, expand the reach of workforce development, and likely expand the labor force, even if this expansion is not yet reflected in statewide metrics.

Table 2.4.1 below shows the characteristics of individuals who have participated in Future Ready Oregon programming but not WIOA programming. By Future Ready Oregon program, there are similarities and differences in the percentage of participants who were not found among the WIOA participants. Prosperity 10,000 has a smaller proportion of participants who have not utilized WIOA

⁴⁶ We use social security number, first name, last name, date of birth, and gender and a progressively lax set of matching rules to match people across data systems. Participants are matched on SSN only first. Then remaining unmatched participants are matched on first name, last name, date of birth, and gender. Remaining unmatched participants are matched on first name, last name, and date of birth. Lastly, any remaining unmatched participants are matched on first name, date of birth, and gender.

programming compared to other programs. This is not surprising, given that Local Workforce Development Boards (LWDBs) administer both Prosperity 10,000 and WIOA programming, making a high level of overlap expected. In fact, given how commonly LWDBs provide a suite of services to Oregonians, serving over 3,100 new participants (i.e., non-WIOA) with Prosperity 10,000 programming alone could be considered remarkable. Workforce Ready Grants, on the other hand, have served a high proportion of participants who have not participated in WIOA programming, though this is likely inflated because of low reporting of social security numbers in this program. While Youth Programs appear to have served the greatest proportion of participants who have not participated in WIOA programming, this figure is likely to be highly inflated by the low reporting rate of social security numbers in this program.

Table 2.4.1: Non-WIOA Participant Demographics.

Demographics Category	Count of Participants	Percent of Unmatched Participants
Program		
Career Pathways	3,773	68%
Prosperity 10,000	3,119	32%
Registered Apprenticeships	831	68%
Workforce Benefits Navigators	917	61%
Workforce Ready Grants	6,201	77%
Youth Programs	3,620	91%
Race/Ethnicity		
Asian American/Asian	454	58%
Black/African American	776	47%
Native American/Alaska Native	527	61%
Native Hawaiian/Pacific Islander	114	68%
Latino/a/x /Hispanic	2,955	73%
Two or More Races	2,581	62%
White	7,650	59%
Gender		
Women	7,340	63%
Men	7,493	64%
Non-Binary	370	78%
Other Demographics		
Federally Recognized Tribal Member	467	70%
Veteran	266	42%
Person with a Disability	1,682	56%
Persons Incarcerated or Formerly Incarcerated	2,030	47%
Person Identifies with LGBTQIA+ Community	1,118	70%
Age		
Ages 24 and Younger	8,973	88%
Ages 25-39	4,291	51%
Ages 40 and Older	2,750	36%
Geographic Designation		
Frontier	456	58%
Rural	6,722	66%
Urban	8,631	60%

Note: Percentages are rounded to nearest whole number. This matching procedure may overestimate non-WIOA participation due to incomplete identifying information.

The demographics of Future Ready Oregon participants who were not found among WIOA participants closely align with those of Future Ready Oregon participants overall. This is a promising finding, as Future Ready Oregon generally serves participants who are more diverse than Oregon's labor force overall. Taken together, these findings suggest that Future Ready Oregon is not only consistently reaching people who have not participated in more established workforce development

programs, but that these individuals are also more diverse than the labor force overall, helping to meet Future Ready Oregon's goal of expanding and diversifying the labor force.

While these results indicate that Future Ready Oregon is serving many individuals who have not participated in WIOA programming, they do not explain how Future Ready Oregon is successfully reaching these individuals, especially since expanding beyond WIOA was not an explicit program goal. Understanding the mechanisms that enable this reach—such as through different outreach strategies, service delivery models, or community partnerships—are the subject of subsequent chapters of this report. Further investigation into these pathways would strengthen our understanding of how to effectively expand workforce development access to underserved groups.

2.5. CONCLUSION

This year's overview of Oregon's economic and educational landscape, along with Future Ready Oregon's role, highlights promising progress amid ongoing challenges in workforce development. The program is reaching higher proportions of Priority Populations—such as Communities of Color, rural and frontier residents, youth, and women—compared to the broader labor force. By effectively engaging these groups, Future Ready Oregon appears to be increasing equity in Oregon's labor market. The diverse composition of individuals employed after participating in the program—featuring higher proportions of Black/African Americans, Multiracial individuals, rural residents, and younger workers—demonstrates the program's effectiveness in fostering inclusion and addressing systemic inequities. However, a significant gap persists for older workers, who remain underrepresented in the labor force despite the state's aging population and reliance on their contributions. Rural counties, with older workforces and fewer mid-career replacements, face acute staffing shortages, while metropolitan areas have greater pools of younger workers. To mitigate potential labor shortages as older workers retire, workforce partners must focus intentionally on individuals aged 40 and older and enhance recruitment efforts in rural areas.

Aligning closely with Oregon's economic future, Future Ready Oregon prioritizes workforce development in the healthcare, manufacturing, and technology sectors, with their high-demand, high-wage occupations. By concentrating on industries projected for growth through 2033, programs aim to prepare participants for both expansion and replacement jobs. Yet, the near-term outlook remains uncertain due to recent federal changes to policy, budget, and trade. How these changes will affect industry trajectories, especially for the export-dependent manufacturing industry, prompts the need for close monitoring of industry trends. The rapid growth of healthcare employment, driven by an aging population, underscores a dual challenge: growing demand for healthcare at the same time that worker shortages intensify as workers retire. To address this, workforce development initiatives must expand specific credential pathways, support upskilling for incumbent and displaced workers, and improve access for Priority Populations and regions hardest hit by retirements and trade uncertainties.

Since launching in Spring 2022, Future Ready Oregon has made initial strides toward increasing educational attainment. Nineteen percent of participants earned credentials through June 2025, which makes an important contribution toward Oregon's educational and economic goals. Notably, the program has also engaged many individuals who have not previously participated in WIOA-

funded workforce development activities, indicating its success in reaching populations that local boards have not served. However, the mechanisms enabling Future Ready Oregon to effectively reach these individuals, despite not explicitly aiming to expand beyond WIOA, remain unexplained.

Overall, Future Ready Oregon participants, both in terms of engagement and employment following service, are more diverse than the general labor force, reflecting the effectiveness of the program's workforce development strategies that focus on Priority Populations and ultimately contribute to long-term economic growth and sustainability. As we enter the last year of Future Ready Oregon programming, continued efforts to make access more equitable, especially for older workers, and to sustain momentum toward building an adaptable, diverse, and resilient workforce capable of meeting Oregon's evolving economic needs, will be needed.

CHAPTER 3: OVERALL PARTICIPATION AND OUTCOMES

OVERALL GOALS

Future Ready Oregon is a strategic \$200 million workforce development investment established by Senate Bill 1545 in 2022. The initiative is designed to equitably expand labor force participation, address employer needs for workers, and increase access to well-paying careers. Funded through a combination of state and federal resources, the program is time-limited, running from Spring 2022 through December 31, 2026.

The investment encompasses eight programs designed to expand and create innovative workforce training opportunities and reduce labor shortages. It focuses on reducing systemic economic barriers by prioritizing ten Priority Populations: communities of color, women, low-income communities, rural and frontier regions, veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon's nine federally recognized Tribes, individuals experiencing employment discrimination based on age, and LGBTQ+ community members. It also aims to enhance Oregon's economic competitiveness by diversifying the labor force and removing barriers to participation. It concentrates on industry sectors with strong workforce needs that also offer pathways to economic stability—specifically healthcare, manufacturing, technology, and in one program, construction.

By building on existing program successes and fostering innovative approaches, Future Ready Oregon seeks to create meaningful opportunities for underserved communities while supporting businesses' need for workers and Oregon's broader economic and educational goals. This chapter reports on the progress of participants across the investment as a whole, without distinguishing among the eight individual programs. The chapter describes the participants served, training and services provided, and employment outcomes across all programs collectively.

IMPLEMENTATION

Future Ready Oregon comprises eight distinct programs, each launched on its own timeline, resulting in a staggered implementation schedule spanning March 2022 through November 2024. Implementation began primarily with capacity building using General Funds from the 2021-2023 biennium. Participant-serving activities intensified significantly at the end of the first year, as the primary source of funding transitioned to the American Rescue Plan Act (ARPA) funds. The varied implementation timelines mean that programs are at different stages of development, and the results reported over time reflect this range.

As of June 2025, all six participant-serving programs had actively served participants: Career Pathways, Prosperity 10,000, Registered Apprenticeships, Workforce Benefits Navigators, Workforce Ready Grants, and Youth Programs. Three programs—Career Pathways, Registered Apprenticeships, and Youth Programs—have closed out all grants and fully dispersed their Future Ready Oregon funding. Some activities in these programs will continue beyond the grant period, but they are no longer required to report data about participants, except for Career Pathways. Many Credit for Prior Learning grantees continue to meet to resolve technical and data challenges. The

Industry Consortia continue to convene, focusing on strategies for strengthening workforce development in the healthcare, manufacturing, and technology sectors, with long-term plans to sustain this work. See Appendix D for a list of all grantees for all programs.

PARTICIPANTS

The analyses below reflect all people who participated in Future Ready Oregon programs from March 2022 through June 2025. These individuals received services from at least one of six programs: Prosperity 10,000, Career Pathways, Registered Apprenticeships, Youth Programs, Workforce Ready Grants, or Workforce Benefits Navigators. For more information about each of these programs and of the programs that do not serve participants directly, please refer to Chapter 4.

Through June 30, 2025, Future Ready Oregon collectively served 27,434 unique participants—a marked increase of 13,183 participants, or 93 percent, from the previous year. This dramatic growth is largely due to the Workforce Ready Grants program, as grantees from the third and largest funding round (\$42 million distributed across 62 projects) began serving participants in earnest. Meanwhile, the Registered Apprenticeship program and Youth Programs closed out their grants by June 30, 2025. For the first time, this participant count includes those served by the Workforce Benefits Navigator program, with all local workforce development boards serving participants through that program in the last year.

Data Availability and Limitations

All Future Ready Oregon programs that serve participants are required to ask the participants several questions to gather the information necessary to complete the statute’s reporting requirements. This information includes their identification with each of Future Ready Oregon’s ten Priority Populations to determine the extent to which programs and services are reaching these communities. Participants are not required to answer any of the questions asked. While Future Ready Oregon emphasizes serving individuals from Priority Populations, there are no requirements to participate, including self-identifying as a member of any Priority Population. Indeed, not all participants responded to questions about their identification with the Priority Populations or chose to provide demographic data. Table 3.1 below shows the counts and percentages of participants for whom Priority Population information is not available.

The amount of unavailable data varies significantly depending on Priority Population. Age is unavailable for only four percent of all participants, while information about whether an individual identifies with the LGBTQ+ community is unavailable for 38 percent of participants. On average, Priority Population data is unavailable for approximately 19 percent of participants. While this represents nearly one in five participants, the results presented in this chapter are still considered generalizable to all Future Ready Oregon participants.

Table 3.1: Number and Percent of Participants Who Did Not Report Their Identification with Priority Populations, by Priority Population.

Priority Population Representation among Participants	Count of Unique Participants Not Reporting	Percent of Total Participants Not Reporting
Racial/Ethnic Status		
Asian American/Asian	5,902	20%
Black/African American	5,803	19%
Native American/Alaska Native	5,772	19%
Native Hawaiian/Pacific Islander	5,943	20%
Latino/a/x /Hispanic	3,865	13%
White	4,743	16%
Gender Status	3,600	12%
Age	1,249	4%
Geography	2,106	7%
Federally Recognized Tribal Member Status	9,378	31%
Veteran Status	3,651	12%
Incarceration or Former Incarceration Status	8,943	30%
Disability Status	7,854	26%
LGBTQIA+ Status	11,479	38%

Note: Percentages are rounded to the nearest whole number.

Participant Demographics

Due to the large share of participants who did not report information about their Priority Population status, we calculate the share of participants in different groups using only participants for whom we know information. Table 3.2 shows these distributions for each Priority Population except for low-income communities, from which virtually all participants come. Indeed, 90 percent of all participants identified with at least one additional Priority Population, and 74 percent come from two or more Priority Populations beyond low-income.

Table 3.2: Participant Representation among Priority Populations.

Priority Population	Number Served	Percent	Percent in Oregon Population
By Race ⁴⁷			
Asian American/Asian	789	3%	5%
Black/African American	1,638	6%	2%
Native American/Alaska Native	870	3%	1%
Native Hawaiian/Pacific Islander	168	1%	<1%
Latino/a/x /Hispanic	4,059	15%	16%
Two or More Races	4,177	15%	12%
White	12,972	47%	73%
By Gender ^{Error! Bookmark not defined.}			
Women	11,588	49%	50%
Men	11,770	49%	50%
Non-Binary	476	2%	N/A
By Age			
Ages 24 and Younger	10,206	39%	12%
Ages 25-39	8,447	32%	26%
Ages 40 and Older	7,535	29%	61%
By Geography ⁴⁸			
Frontier	786	3%	2%
Rural	10,125	40%	33%
Urban	14,417	57%	65%
Federally Recognized Tribal Member ⁴⁹	671	2%	<1%
Veteran ⁵⁰	638	2%	6%
Persons Incarcerated or Formerly Incarcerated	4,331	16%	N/A
Person with a Disability ⁵¹	3,021	11%	15%
Person Identifies with LGBTQIA+ Community ⁵²	1,587	6%	8%

Note: Percentages are rounded to the nearest whole number.

By race/ethnicity, more than half of participants come from communities of color, among those who reported their status. The largest groups were those who identified with two or more races (16

⁴⁷ U.S. Census Bureau for race/ethnicity, gender, age, American Community Survey;

<https://data.census.gov/table/ACSDP1Y2022.DP05?q=sex%20population%20in%20oregon%20in%202022> Table DP05.

⁴⁸ OHSU Office of Rural Health for geography (2023); <https://www.ohsu.edu/oregon-office-of-rural-health/about-ruraland-frontier>

⁴⁹ Oregon Legislative Commission on Indian Services for federal tribal membership

⁵⁰ Oregon Department of Veterans Affairs for veterans

⁵¹ Oregon Employment Department; <https://qualityinfo.org/-/ready-willing-and-able>

⁵² Flores, A. R., & Conron, K. J. (2023, December). Adult LGBT Population in the United States. Williams Institute.

<https://williamsinstitute.law.ucla.edu/publications/adult-lgbt-pop-us/>

percent) and those who identified as Latino/a/x/Hispanic (15 percent). Six percent of participants identified as Black/African American which is three times the rate at which Black/African Americans are represented in Oregon's population overall, and three percent identified as Asian American/Asian or as Native American/Alaska Native. Native Hawaiian/Pacific Islanders are the least represented across all participants at one percent, but this is also higher than their share of the population overall. Just under half of Future Ready Oregon participants identified as White (47 percent), which is much lower than the makeup of Oregon's overall population, which is 73 percent White.

By gender, women and men are equally represented among Future Ready Oregon participants, at 49 percent. Two percent of participants identified as nonbinary. This trend is similar to last year's annual report, where men and women were also served at a 1:1 ratio.

Participants who are more likely to face employment discrimination based on age include both those who are younger and those who are older.⁵³ The largest group of participants were 24 years or younger (39 percent) which are overrepresented in Future Ready Oregon compared to Oregon's population as a whole in which this age group makes up only 12 percent. Oregonians aged 40 and older were served the least compared to other age groups at just 29 percent which is in stark comparison to Oregon as a whole where 61 percent of people are aged 40 and older. The younger distribution aligns with the Youth Programs' focus on serving younger participants. Conversely, no programs or grantees specifically designed their project plans to serve exclusively people ages 40 and older.

By geography, 40 percent of participants lived in rural areas, and an additional three percent in frontier areas. This compares to 33 percent of the Oregon population who reside in rural areas and two percent who reside in frontier areas.

Two percent of participants reported belonging to a federally recognized Tribe. This is greater than the (unverified) share of the population in a federally recognized Tribe, which is less than one percent. In contrast, the share of participants identifying as a veteran was lower than the percentage of the population, two percent of participants compared to six percent of Oregon adults. A relatively large proportion of participants identified as being incarcerated or formerly incarcerated (18 percent), likely because some grantees focused their programs on serving this community specifically. Only six percent of participants identified as a member of the LGBTQ+ community, although this demographic also had the highest rate of unavailable data.

SERVICES

The services provided by Future Ready Oregon programs are categorized into two broad categories: workforce development services and wraparound support services. Each category comprises several classifications. All service classifications and categories are shown in Table 3.3 below, which also

⁵³ Age Discrimination in Employment Act of 1967. <https://www.eeoc.gov/statutes/age-discrimination-employment-act-1967>

shows how many participants received these services, how many of each service they received, and the completion rate of workforce development services.

Table 3.3: Services Provided Under All Future Ready Oregon Programs.

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Services Completion Rate
Workforce Development Trainings				
Career Coaching	6,836	25%	20,252	98%
Workforce Development Training	7,041	26%	9,060	85%
General Career Exploration	5,257	19%	10,098	98%
Job Placement Services	1,317	5%	1,558	90%
Early Career Skills	3,448	13%	4,644	98%
On-The-Job Training	518	2%	653	92%
Paid Work Experience	1,850	7%	2,221	83%
Unpaid Work Experience	239	1%	271	88%
Recruitment and Engagement Services	890	3%	1,409	96%
Career Pathways	5,798	21%	6,526	96%
Workforce Benefits Navigators Referral	1,506	5%	1,984	
Other	4,157	15%	7,872	99%

Future Ready Oregon does not limit the number of services that can be provided to any participant. In fact, many programs deliberately provide each participant with several services to better prepare them for the workforce and support them throughout their training with wraparound support services. To this end, Future Ready Oregon programs have provided 82,670 services to participants as of June 30, 2025, an average of three services per participant.

The three most common workforce development services were career coaching (20,252 services provided to 25 percent of participants), general career exploration (10,098 services provided to 19 percent of participants), and workforce development training (9,060 services provided to 26 percent of participants). This indicates that career coaching services were provided multiple times to each participant who received them (nearly three instances per participant on average), while workforce development training was provided much closer to once per participant (1.28 times on average).

Future Ready Oregon programs have maintained a high rate of service completions since they began. Career coaching, general career exploration, early career skills, and other types of services all have nearly a 100 percent completion rate. This high completion rate is likely supported by the fact that these services usually occur over a brief period—such as an hour-long career coaching meeting or a several-hour career fair—compared to other services such as paid work experiences, workforce development training, or on-the-job training, which can take significantly longer to complete. However, even these longer services have high completion rates, as the lowest service completion rate is for paid work experience, which was successfully completed by 85 percent of participants.

(To find information about services by Priority Population, please see Appendix E: Future Ready Oregon Services by Priority Population.)

Notably, in the third Future Ready Oregon report, unpaid work experience had a completion rate of just 35 percent, likely due to the small number of participants who had received this service (small numbers are less generalizable to a broader group). This year, however, as more participants have received unpaid work experience, the completion rate rose dramatically to 88 percent. This indicates that like other services, unpaid work experience is successfully completed by most participants.

Future Ready Oregon has an established focus on providing workforce development services that meet employers' needs and help fill labor shortages in the key Oregon industries of healthcare, manufacturing, and technology. All Future Ready Oregon grantees are asked to provide information about the industry or field their services and training are related to, if any. However, only 28 percent of workforce development training services provided industry or field information. When Career Pathways is excluded from this count—as they provide industry and field information for all of their services—the percentage of available information drops to 21 percent. It is unclear why this information has remained difficult for grantees to report, and this low reporting rate makes further analysis unsound.

Wraparound Support Services

In order to better support participants through their workforce development training, some programs offer wraparound support services to remove barriers to participation. These services include paying for tuition and fees, childcare, food, housing, gas cards, and stipends, among others. Across the Future Ready Oregon programs that offer wraparound support services (Prosperity 10,000, Registered Apprenticeships, Workforce Ready Grants, and Youth Programs), approximately 28 percent of all participants in these programs accessed these services. These programs reported providing over 16,100 instances of support services, which equates to each participant who accessed these services receiving about two and a half wraparound support services on average. See Table 3.4.

Table 3.4: Support Services Provided Under All Future Ready Oregon Programs.

Wraparound Service Type	Number of Unique Participants	Percent of Unique Participants*	Number of Services Received	Sum of Dollars Spent	Median Dollars per Participant
Tuition and Fees Assistance	2,949	13%	5,308	\$8,137,404	\$878
Childcare	35	<1%	42	\$23,814	\$300
Food Assistance	437	2%	536	\$83,326	\$100
Residential Assistance	386	1%	627	\$632,469	\$600
Stipend	1,371	6%	1,910	\$1,714,897	\$500
Tools, Supplies, Equipment, Uniform, Technology	1,253	5%	1,837	\$443,562	\$165
Transportation	1,474	6%	3,054	\$355,373	\$50
Other Wraparound Support	2,025	9%	2,808	\$1,055,888	\$150

* Among participants in the four programs that could offer these services, Prosperity 10,000, Registered Apprenticeships, Workforce Ready Grants, and Youth Programs.

Note: Percentages are rounded to one decimal place.

Similar to last year's annual report, the most commonly provided wraparound support service was tuition and fees assistance, provided to 11 percent of all participants and provided over 5,300 times. Tuition and fees assistance also accounted for the largest amount of wraparound support service dollars spent—both in total at more than \$8 million and per participant at a median of nearly \$900 per participant. The next most commonly provided wraparound support services were three different types, all provided to five percent of participants: stipends; tools, supplies, equipment, uniform, and technology; and transportation. Stipends accounted for 1,910 services and \$1,714,897 total funds spent, with a median stipend of \$500 provided. Tools, supplies, equipment, uniform, and technology accounted for 1,837 services to participants and \$443,562 of funds expended, with a median amount per participant of \$165. Transportation accounted for 1,910 services per participant, \$355,373 total funds spent, and an average amount spent per participant of \$50. (To find information about wraparound support services by Priority Population, please see Appendix F: Future Ready Oregon Support Services by Priority Population.)

As was the case in earlier years of the program, wraparound support services have continued to be provided to a smaller proportion of participants than qualitative reports suggest might be needed (see the [Future Ready Oregon Year Three](#) annual report). There are several possibilities to explain this difference between expected need and expenditure. It is possible that qualitative reports have overestimated the need for such services or that grantee organizations are not equipped to provide such services, especially given that it is uncommon for them to receive resources to do so. Participants also may still be unable to access the wraparound support services they need. However, as described in the next chapter, reports from grantees indicate a different possibility, that the availability of these services is as important as their utilization, and grantees' assessment of the need may include the need to have such supports available to offer.

EMPLOYMENT OUTCOMES

Increasing the economic prosperity of Oregonians is one of the primary goals of Future Ready Oregon. To assess progress toward this goal, we examine employment outcomes of program participants, primarily job placement rates, hours worked, and quarterly wage earnings. We supplement these primary measures with information about how long it takes participants to find employment and the industries in which participants work.

Tracking these employment outcomes relies on social security numbers (SSNs) to match data on Future Ready Oregon participants with employment data from the Oregon Employment Department (OED). OED maintains data on the employment of the vast majority of employed Oregonians via Unemployment Insurance reporting that is required of employers in the state.

Future Ready Oregon grantees are required to ask for SSNs from every participant, and the HECC provides trauma-informed training and protocols to support this sensitive work. However, participants are not required to provide any of the information about themselves that is requested in order to participate in programming. Indeed, it is difficult work to collect SSNs from populations that have been historically marginalized and underserved, especially given recent policy developments at the federal level.

Table 3.5 below shows the SSN reporting rate across all Future Ready Oregon programs and as a whole. Overall, SSNs were available for roughly 58 percent of all participants. SSN availability varies widely by program, which can be due to several factors. For example, Prosperity 10,000 has the highest reporting rate of SSNs at 83 percent, and the local workforce development boards that implement Prosperity 10,000 have established data collection procedures and an established data system (I-Trac). In contrast, Youth Programs has the lowest SSN reporting rate at 22 percent, which in part reflects the population of disengaged youth they typically work with. The wide variation in SSN reporting means that employment results will be representative for some programs and their participants and not for others. In addition, the results reported here may not be generalizable to all Future Ready Oregon participants because they represent only 58 percent of the participants. Additional employment outcomes information for each participant-serving Future Ready Oregon program can be found in their respective sections of Chapter 4.

Table 3.5: Missing SSN and Employment Data by Program.

Program Name	Number of Participants	Count of SSN	SSN Percent	Count of Missing SSN	SSN Missing Percent
Prosperity 10,000	9730	8106	83.3%	1624	16.7%
Career Pathways	5568	3989	71.6%	1579	28.4%
Registered Apprenticeships	1506	917	60.9%	589	39.1%
Workforce Benefits Navigator	1223	690	56.4%	533	43.6%
Workforce Ready Grants	8046	3487	43.3%	4559	56.7%
Youth Programs	3970	877	22.1%	3093	77.9%
Overall	27434	15798	57.6%	11636	42.4%

Even when a participant SSN is available, it does not mean that employment data is also available for them. Participants may not have employment data available because they were not employed over the last five years (which is the period of employment data we examined) or because they were not employed by an entity required to report data to OED. Table 3.6 below shows the number and percentage of participants for whom employment data are available by program and overall. There is a three to nine percentage-point difference in the availability of SSNs and the availability of employment data. Overall, employment data are available for about half of all Future Ready Oregon participants. These data are not generalizable in the same way those who report SSNs are not fully generalizable since employment data are only available for those who provide SSNs.

Table 3.6: Missing SSN and Employment Data by Program.

Program Name	Employment Data Available Count	Employment Data Available Percent	Employment Data Missing Count	Employment Data Missing Percent
Prosperity 10,000	7,355	75.6%	2,375	24.4%
Career Pathways	3,465	62.2%	2,103	37.8%
Registered Apprenticeships	824	54.7%	682	45.3%
Workforce Benefits Navigator	635	51.9%	588	48.1%
Workforce Ready Grants	2,964	36.8%	5,082	63.2%
Youth Programs	769	19.4%	3,201	80.6%
Overall	14,153	51.6%	13,281	48.4%

Further investigation of SSN reporting rates across programs and Priority Populations revealed that the pattern of whose SSNs are reported was not entirely random. In other words, certain groups of individuals from a combination of programs and groups were more likely to report their SSNs than others. The groups that had more SSNs available included Prosperity 10,000 and Career Pathways participants, Veterans, Black/African Americans, Women, and Whites. Given that employment outcomes are only available for participants who reported their SSN, the employment outcome data that is available is likely biased to some degree. Under these circumstances, certain groups of participants are overrepresented in the employment outcomes data, and therefore the results are not fully generalizable to the entire population of Future Ready Oregon participants. Overrepresentation of some groups skews our understanding of employment outcomes, and therefore of the program's effectiveness in helping people obtain economic prosperity. It could skew results optimistically or pessimistically depending on the groups that did not provide their SSNs.

To help address this issue, we used a statistical technique called propensity score weighting. This technique gives more weight to participants who provided their SSNs but look similar in terms of program participation and demographic characteristics to participants who did not provide their SSN. This is a method of upweighting demographic groups that are underrepresented in the data to make overall results more generalizable to the entire population of participants. This is a standard technique in research when dealing with non-random missing data. Further details on this technique and method specific to Future Ready Oregon and different groups' likelihood of reporting SSNs can be found in Appendix G.

JOB PLACEMENT

A primary employment outcome for Future Ready Oregon participants is their job placement rate, which is the share of participants who were not employed in the quarter before and at the start of their Future Ready Oregon participation and who then found employment after their participation. This definition of job placement does not capture all participants, such as those who were already employed in some capacity before and during their participation.

Table 3.7 below shows how many participants across all programs were not employed before and at the start of participation and how many of these participants successfully found employment.

Exactly 4,980 participants were not employed before or at the start of their Future Ready Oregon participation. Nearly three-quarters of these participants, 74 percent, found employment after their services. This is an increase of nine percentage points over last year. (See Appendix H for information about job placement by Priority Population.)

Table 3.7: Job Placement Across All Future Ready Oregon Programs.

Count of Participants with Employment Data	Count of Participants Who Might Become Employed	Percent of Participants Who Might Become Employed	Count of Participants Who Found Employment	Percent of Participants Who Found Employment
14,153	4,980	35.2%	3,675	73.8%

Note: Percentages are rounded to one decimal place.

Table 3.8: Time to Employment across all Future Ready Oregon programs.

Count of Participants	Median Time to Employment
3,675	1 Quarter

Note: Time is represented in quarters (e.g., 1 = 1 quarter). Only participants who had employment data available and were placed into employment are counted.

HOURS WORKED

The wages participants earn over a quarter are significantly affected by the number of hours they worked, which is another employment outcome. Available data from OED includes hours worked over an entire quarter, as opposed to hours worked on a weekly or even monthly basis. This means it is not possible to determine if participants worked all of their hours over the course of a few weeks or if the hours worked were evenly spread across the entire quarter. For the analyses below, we assumed hours worked in a quarter occurred over the duration of the entire quarter rather than any subset of the quarter. While this assumption was necessary to standardize this analysis, it likely underestimates the number of participants who worked full-time at some point, as some may have worked full-time for part of the quarter. We also note that these results have been weighted according to the propensity score weighting procedure described earlier.

Whether participants are employed full-time is important both for earnings and for the provision of health benefits. Participants who work full-time are more likely to receive health insurance benefits, information that is not available in employment records.⁵⁴ Federal standards of full-time are 30 hours per week or 390 hours per quarter (from the 2010 Affordable Care Act, ACA).⁵⁵ Oregon

⁵⁴ In Oregon, full-time is considered 40 hours per week, except in industries or occupations where most employers use a different practice (Oregon Administrative Rule 471-030-0022). Because we do not have data on these different practices, we also use a federal threshold of 30 hours per week or 130 hours per month for full-time employment. The federal Affordable Care Act defines full-time employment as 30 hours per week not for the purposes of disability but for the purposes of counting the number of full-time employees at an organization. Employers with at least 50 fulltime employees under this definition must offer health insurance to a certain percentage of their employees. See [healthcare.gov](https://www.healthcare.gov) for more information.

⁵⁵ <https://www.congress.gov/bills/111th-congress/house-bill/3590>

standards of full-time are 40 hours per week, or 520 hours per quarter, and come from OED.⁵⁶ Table 3.9 below shows the number and percentage of participants who worked full-time after participating in Future Ready Oregon programs under both the federal and Oregon standards. Among participants who have employment data and have completed a Future Ready Oregon service, 31 percent worked full-time according to Oregon standards, and 60 percent worked full-time according to federal standards.

Table 3.9: Percent of Future Ready Oregon Participants Employed Full-Time, by Definition of Full-Time.

Participants Working Full Time under OR Rules	Percent of Participants Working Full Time under OR Rules	Participants Working Full Time under ACA Rules	Percent of Participants Working Full Time under ACA Rules
3,445	31%	6,670	60%

Note: Percentages are rounded to nearest whole place.

We also examine how close participants were to working full-time by comparing the total hours they worked over a quarter to the hours of a full-time schedule. This is expressed as a proportion where a value of 1.0 means the employee worked full-time, and a value of 0.5 means they worked half of full-time hours. Among participants who had completed a Future Ready Oregon service and had employment data, the median level of employment was 0.7 before services and 0.7 after services, or close to full-time (using weighted results, see Figure 3.1 below).⁵⁷ The proportions before and after services are both 0.7 due to rounding, but the hours did increase slightly. The results equate to about 26 hours per week before services and about 28 hours per week after services. However, we note that participants' actual hours worked per week is not available, only their total hours worked in the whole quarter are available. It is distinctly possible that participants worked different numbers of hours in different weeks of the quarter. Under the federal definition of full-time (30 hours per week), participants' median level of employment was 0.9 before services and 0.9 after services. As with the state definition, the same proportion before and after services is due to rounding. Across all metrics and both definitions of full-time, participants' hours worked per quarter declined during the time they were participating in Future Ready Oregon. It fell to 0.5 of the Oregon definition of full-time and to 0.6 of the federal definition.

⁵⁶ <https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=240670>

⁵⁷ Figure 3.1 uses weighted, analyzed results. The raw, unweighted results are: Median proportion of full-time hours were 0.7 before services, 0.5 during services, and 0.7 after services using the Oregon standard. The median proportion of full-time hours were 0.9 before services, 0.7 during services, and 1.0 after services using the federal standard.

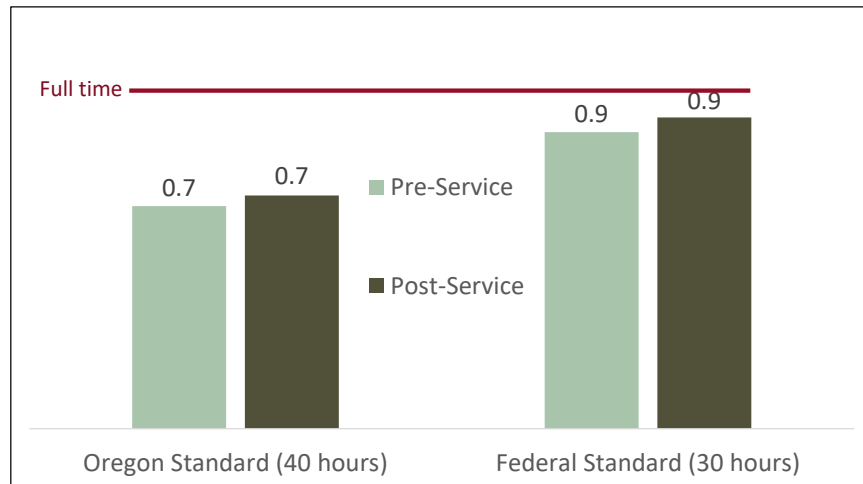


Figure 3.1: Median proportion of full-time hours that Future Ready Oregon participants worked, before and after services, by definition of full-time.

Taken together, these results suggest that participants may have needed to reduce the number of hours they worked in order to participate in Future Ready Oregon programming. This, in turn, may have increased the value of certain wraparound support services that allowed participants to make these changes. It also suggests that participants may not have been participating in Future Ready Oregon programming as a way to move into jobs that require more hours but rather to move into different kinds of jobs.

WAGES

Wages earned by participants are the primary indicator of Future Ready Oregon's goal of increasing economic prosperity for Oregonians. The employment data from OED allows for two measures of earnings: total wages earned in a quarter, and hourly wages earned for a particular job in a quarter. Total quarterly wages are wages earned from all jobs worked in a given quarter. These wages can change depending on the number of hours worked in a quarter, wages per hour, or both. Hourly wage, on the other hand, is a calculated measure determined by dividing the total quarterly wages earned by the total quarterly hours worked per job in a given quarter.

In addition to utilizing the propensity score weighting procedure outlined earlier, Table 3.10 shows participants' median wages earned, as well as the 25th and 75th percentile to show how wages vary across participants. The 25th percentile means that 25 percent of participants earned that amount or less. The 75th percentile means that 75 percent of participants earned that amount or less. These values are further broken apart by whether they were earned before, during, or after participating in Future Ready Oregon.

Future Ready Oregon participants experienced an increase of \$1,670 in their median quarterly wage after their participation in Future Ready Oregon, which is nearly a 30 percent increase in quarterly wages earned. Like other employment outcomes, earnings can range widely across participants. As noted earlier, participants' hours worked did not change appreciably after services compared to

before services. Thus, the increase in quarterly wages is likely due to participants earning more per hour.

Table 3.10: Future Ready Oregon Participant Wages by Service Status.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Quarterly Wages				
25th Percentile Wage	\$3,270.75	\$2,448.44	\$4,212.47	\$941.72
Median (50 th Percentile)	\$6,814.08	\$5,493.53	\$8,601.93	\$1,787.85
75th Percentile	\$10,756.38	\$9,951.26	\$13,068.36	\$2,311.98
Analyzed Quarterly Wages				
25th Percentile	\$2,936.63	\$2,119.41	\$3,732.03	\$795.40
Median (50th Percentile)	\$6,406.77	\$5,002.47	\$8,076.91	\$1,670.13
75th Percentile	\$10,492.29	\$9,633.35	\$12,673.87	\$2,181.58

Weighted hourly wage results are presented below in Table 3.11. The same patterns seen in quarterly wages are present here as well. Participants experienced a \$3.26, or 18 percent, increase to their median wage after participating in Future Ready Oregon programming. This increase in hourly wages is especially notable given that Future Ready Oregon programming can be brief—just one afternoon or a weeklong training course. Like quarterly wages, hourly wages also range widely across participants. Finally, participants experienced hourly wage increases during as well as after their participation, which could be due to factors outside of Future Ready Oregon such as merit raises or cost of living adjustments, rather than a direct result of participation. See Appendix J for information on wages by Priority Population.

Table 3.11: Future Ready Oregon Participant Hourly Wages by Service Status.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Hourly Wage				
25th Percentile	\$15.01	\$16.32	\$17.98	\$2.97
Median (50 th Percentile)	\$18.41	\$19.72	\$21.99	\$3.59
75th Percentile	\$23.66	\$24.78	\$27.96	\$4.30
Analyzed Hourly Wage				
25th Percentile	\$14.98	\$15.99	\$17.48	\$2.50
Median (50th Percentile)	\$18.10	\$19.20	\$21.36	\$3.26
75th Percentile	\$23.27	\$24.12	\$27.34	\$4.07

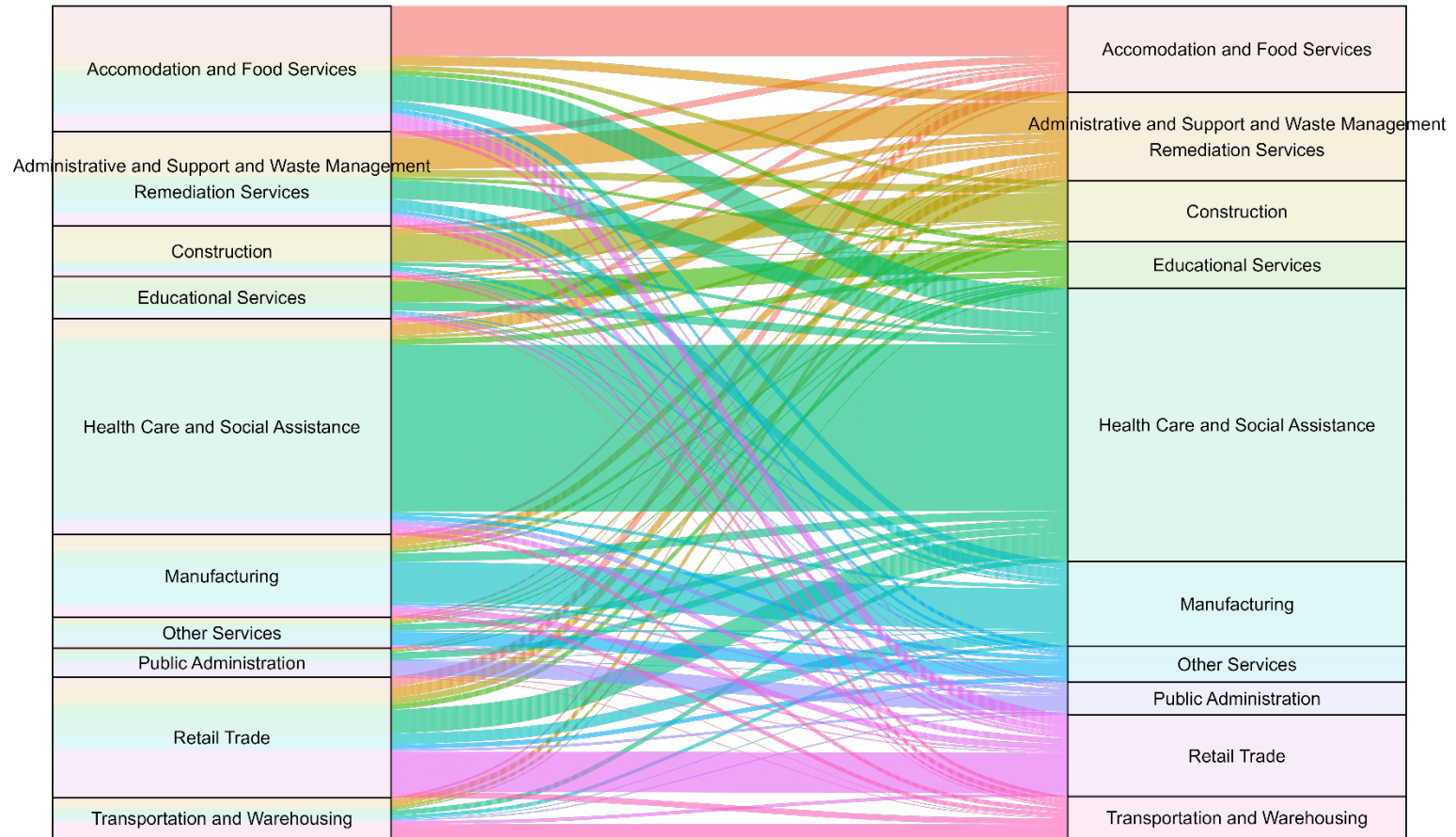
EMPLOYMENT INDUSTRIES

Another central component of Future Ready Oregon is preparing Oregon's workforce for high-demand and high-wage jobs in the healthcare, manufacturing, and technology industry sectors, as these industry sectors offer significant job growth opportunities, self-sufficient earning potential, and opportunities for economic mobility across Oregon.

Figure 3.2 below shows the transition of participants across the top ten most commonly worked-in industries from before participation to after participation in Future Ready Oregon programming. This alluvial graph shows the industry in which individuals worked the most hours as close to their participation in Future Ready Oregon as possible on the left, and the industry in which individuals worked the most hours as far after their participation in Future Ready Oregon as possible on the right side. This was done to give participants a chance to settle into an industry after participation. This graph only includes participants who have both pre- and post-service employment records. Additionally, technology is not its own industry sector, but rather technology jobs are present across other industries, which means it will not be present in Figure 3.2 as its own industry.

Employment Industry Transitions: Pre-Service to Post-Service Employment

n = 7812 Participants



Pre-service employment represents the industry with the most hours worked as close to the start of Future Ready service as possible. Post-service employment represents the industry with the most hours worked as far as possible. Only participants with pre and post service employment records are included.

Figure 3.2: Future Ready Oregon Industry Transitions.

Most notably, the healthcare industry saw the largest influx of workers from other industries after services, with the largest portions of workers coming from Accommodation and Food Services (240 people; 10 percent of all participants working in Healthcare and Social Assistance), Retail Trade (230 people; 10 percent of all participants working in Healthcare and Social Assistance), and Administrative and Support industries (177 people, seven percent of all participants working in Healthcare and Social Assistance). In addition, 2,564 participants were working in the Healthcare and Social Assistance industry before their participation in Future Ready Oregon, and 1,564, or 61 percent, continued to do so after their participation. Conversely, the participants who were working in the Healthcare and Social Assistance industry and moved to other industries went to the Administrative and Support and Waste Management Remediation Services industry (108 people; four percent). These different moves across industries resulted in a net gain for the Healthcare and Social Assistance industry of 538 workers, among those who were employed before their participation.

For Manufacturing, the largest influx of workers from other industries after participation came from Retail Trade (102 people; 13 percent of all people working in Manufacturing), and Administrative and Support industries (101 people; 13 percent of all people working in Manufacturing). Meanwhile, some participants moved away from working in the Manufacturing industry and most commonly went to Healthcare and Social Assistance (80 people; 10 percent of all people working in Manufacturing) and to Administrative and Support industries (79 people, 10 percent of all people working in Manufacturing). This resulted in a net gain of 19 workers to the Manufacturing industry.

In contrast to some of the goals of Future Ready Oregon, participants generally stayed working in the same industry they had been working in prior to participation. This suggests that gaining the necessary skills and credentials to transition employment industries may be a rather substantial task that is not fully resolved by existing Future Ready Oregon programming alone. A table containing the complete list of industry transitions and participant counts across all industries can be found in Appendix K.

DISCUSSION

Future Ready Oregon has made substantial progress in its mission to equitably expand labor force participation and increase access to well-paying careers across Oregon. Through June 30, 2025, the initiative collectively served 27,434 unique participants—a 93 percent increase from the previous year. This dramatic growth demonstrates the program's expanding reach and capacity to serve Oregonians who face barriers to economic opportunity.

The identities of participants reflect both successes and ongoing challenges in reaching Priority Populations. While the initiative has successfully engaged significant numbers of individuals who are incarcerated or formerly incarcerated (18 percent of participants), live in rural areas (36 percent), and are from diverse racial and ethnic backgrounds, certain populations remain underrepresented such as Veterans and individuals age 40 and older.

Future Ready Oregon programs have provided comprehensive support to participants, delivering an average of three services per participant for a total of 82,670 services. High completion rates across

workforce development services—ranging from 83 to 99 percent—demonstrate both the quality of programming and participants' commitment to their training. Career coaching emerged as the most frequently provided service, with nearly three instances per participant on average, and it suggests that an intensive, relationship-based approach to workforce development has been common. Wraparound support services likely played a critical role in removing barriers to participation, with 28 percent of participants accessing these services.

The employment outcomes present a compelling picture of Future Ready Oregon's impact on participants' economic prosperity. Among participants who were not employed before or at the start of their participation, 74 percent successfully found jobs—a nearly 10 percentage-point increase from the previous year. The median time to employment was just one quarter, with most participants finding employment within two quarters of their participation.

Most significantly, participants experienced meaningful wage gains following their participation in Future Ready Oregon. The median quarterly wage increased by \$1,670, representing a nearly 30 percent increase. The median hourly wage increased by \$3.26, or 18 percent from pre-to-post service—a substantial gain considering that some Future Ready Oregon programming can be as brief as a single afternoon or weeklong training course. These wage increases appear to be driven by increases in hourly wages rather than simply working more hours, as the proportion of full-time employment remained relatively stable from pre- to post-participation.

The industry transition data reveals that Future Ready Oregon is successfully channeling some participants into the healthcare sector, with the largest influx of participants moving into this high-demand industry from retail trade, accommodation and food services, and administrative support roles. However, the small gains for manufacturing and the general tendency of participants to remain in their pre-participation industries suggest that industry transitions remain challenging. This finding underscores the substantial barriers that exist to changing career fields and highlights that while Future Ready Oregon contributes to industry mobility, additional supports or longer-term interventions may be necessary for more dramatic career transitions.

Limitations and Data Considerations

The results presented in this chapter must be interpreted within the context of significant data limitations. Data on participants' identification with the ten Priority Populations was unavailable for an average of 19 percent of participants, with particularly high rates of missing data for LGBTQ+ identification (38 percent unavailable), incarceration status (30 percent unavailable), and tribal membership (31 percent unavailable). These gaps limit our ability to fully assess the initiative's reach among some of the most vulnerable Priority Populations.

In addition, employment outcome data is only available for half of participants (51 percent), largely because only 58 percent of participants provided social security numbers. This substantial amount of missing data makes the employment outcomes presented here less generalizable, and this has been further compounded by certain programs and Priority Populations being more likely to provide SSNs than others. While the propensity score weighting procedure employed in this analysis helps adjust for these limitations by upweighting underrepresented groups, the employment outcomes should still

be interpreted with appropriate caution. The true employment and wage outcomes for all Future Ready Oregon participants may differ from those reported here, particularly for programs with low SSN reporting rates such as Youth Programs and Workforce Ready Grants.

CONCLUSION

Despite these data limitations, the available evidence indicates that Future Ready Oregon is making meaningful progress toward its goals of expanding labor force participation, addressing employer needs, and increasing access to well-paying careers for Priority Populations. As Future Ready Oregon approaches its December 31, 2026 expenditure deadline, the initiative has successfully scaled to reach tens of thousands of Oregonians, maintained high program completion rates, and delivered measurable improvements in employment rates and wages for participants. The concentration of participants moving into the healthcare sector aligns with the state's workforce needs, though continued attention to manufacturing and technology sectors may be warranted. Continued efforts to improve data collection, particularly for employment outcomes and underrepresented Priority Populations, will be essential for fully understanding the initiative's long-term impact on Oregon's workforce and economy beyond the expenditure deadline.

CHAPTER 4: PROGRAM SPECIFIC

INTRODUCTION

Future Ready Oregon is committed to building an equitable workforce that meets employer needs by enhancing the skills and diversity of the labor force within a four-year timeframe. This chapter presents the progress and outcomes toward these goals for each of the eight individual programs that make up Future Ready Oregon. It explores each program's progress to date, the dollar value of the investments, number of participants served and their representation among Priority Populations, the methods of service delivery, and the employment outcomes of participants.

Future Ready Oregon is comprised of eight programs, five of which are built upon existing infrastructure and activities, while three, specifically Workforce Ready Grants, Industry Consortia, and Workforce Benefits Navigators, create new activities and infrastructure. All Future Ready Oregon programs are dedicated to developing innovative strategies that engage Oregonians in more equitable ways. Six of the programs provide direct services to Oregonians: Prosperity 10,000, Career Pathways, Registered Apprenticeship, Youth Programs, Workforce Ready Grants, and Workforce Benefits Navigators.

The Oregon Higher Education Coordinating Commission (HECC) administers six of the programs: Prosperity 10,000, Postsecondary Career Pathways, Credit for Prior Learning, Workforce Ready Grants, Industry Consortia, and Workforce Benefits Navigators. The Bureau of Labor and Industries (BOLI) administered the Registered Apprenticeship program, while Youth Development Oregon (YDO) manages the Youth Programs. These agencies collaborate closely with the Oregon Employment Department, the Oregon Department of Human Services, the Workforce Talent Development Board (WTDB), local workforce development boards, community colleges, public universities, and community-based organizations (CBOs) to implement the programs.

The legislation highlights particular industry sectors and Oregon communities on which to focus, even while the investment is intended to benefit the entire economy and all Oregonians are eligible to participate. The key industry sectors are healthcare, manufacturing, and technology, and to a smaller extent the construction sector. The specific communities are ten Priority Populations that encounter systemic barriers to accessing postsecondary education, training, and employment opportunities.

They include:

- Communities of Color
- Women
- Individuals with low incomes
- Residents of rural and frontier communities
- Veterans
- Individuals with disabilities
- People currently or previously incarcerated

- Members of Oregon’s nine federally recognized Tribes
- Individuals at risk of age discrimination
- Members of LGBTQ+ communities

All programs, with the exception of the Industry Consortia, allocate grant funds to various organizations, and the grantees for each program can be found in Appendix F. For the six grant-making programs that directly serve participants, we present data on participation from Priority Populations, enrollment and completion statistics, as well as employment outcomes. The participant data encompasses those served up until June 30, 2025. For the two programs that do not provide direct participant services, we examine the program structure, alignment with legislative goals, and associated outcomes. For further context, additional information regarding Future Ready Oregon and our data collection, aggregation, and analysis methodology can be found in Chapter 1.

PROSPERITY 10,000

Prosperity 10,000 was the first program to offer workforce development programs in the Future Ready Oregon initiative (Senate Bill 1545, 2022). The Higher Education Coordinating Commission (HECC) allocated the appropriated funds to Oregon's nine local workforce development boards, which are responsible for administering the program. The funding distribution for Prosperity 10,000 followed the same formula used by the HECC for allocating funds under Title I of the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), which the HECC implements for the state, largely through the local workforce development boards.⁵⁸ Designed as an investment to help Oregonians advance their careers and attain self-sufficiency,⁵⁹ Prosperity 10,000 requires local workforce boards to collaborate with nonprofit community-based organizations (CBOs), educational institutions, labor organizations, and other workforce service providers. The goal of this collaboration is to expand regional partnerships, increase workforce opportunities designed for Priority Populations,⁶⁰ and strengthen the delivery of workforce development services and supports.

As highlighted in earlier Future Ready Oregon annual reports, local workforce development boards have partnered with businesses in specific sectors to identify training needs and ensure a skilled workforce. All nine boards have worked with elected officials, employers, community-based organizations (CBOs), economic development groups, and public agencies to expand workforce development opportunities, with a focus on serving Priority Populations. Prosperity 10,000 seeks to strengthen Oregon's public workforce system by helping job seekers navigate available programs, increasing access to community-based career counseling and support, and creating pathways to earn industry-recognized certificates and credentials through work-based learning experiences. The program is funded with \$15 million from the State General Fund, which were spent, as required, by June 30, 2023, and an additional \$20 million from the federal American Rescue Plan Act (ARPA), distributed in the summer of 2023 to be spent by June 30, 2026.

⁵⁸ U.S. Department of Labor, WIOA.

⁵⁹ The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without public subsidies (e.g., public housing, food stamps, Medicaid or childcare) and without private/informal assistance (e.g., free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing). The family types for which a Standard is calculated range from one adult with no children, to one adult with one infant, one adult with one preschooler, and so forth, up to two-adult families with three teenagers.

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

⁶⁰ Priority populations include communities of color; women; low-income communities; rural and frontier communities; Veterans; persons with disabilities; incarcerated and formerly incarcerated individuals; members of Oregon's nine federally recognized Indian tribes; individuals who disproportionately experience discrimination in employment based on age; and Individuals who identify as members of the LGBTQ+ community.

Table 4.1.1. Prosperity 10,000 Distribution of Funding by Local Workforce Board and Funding Source.

Local Workforce Development Board	General Fund	ARPA	Total Allocated
Northwest Oregon Works	\$859,010	\$1,022,406	\$1,881,416
Worksystems Inc.	\$4,687,810	\$5,579,504	\$10,267,314
Clackamas Workforce Partnership	\$1,229,939	\$1,463,892	\$2,693,831
Willamette Workforce Partnership	\$1,915,896	\$2,280,330	\$4,196,226
Lane Workforce Partnership	\$1,220,358	\$1,452,490	\$2,672,848
Southwestern Oregon Workforce Investment Board	\$1,084,351	\$1,209,612	\$2,293,963
Rogue Workforce Partnership	\$1,285,541	\$1,530,071	\$2,815,612
East Cascades Works	\$1,584,366	\$1,885,737	\$3,470,103
Eastern Oregon Workforce Board	\$926,063	\$1,102,214	\$2,028,277

Combined, both funding rounds aim to achieve the following eight goals outlined in the legislation:

- Participants
 - Enroll at least 10,000 participants in the program.
 - Ensure that services are accessible to individuals from Priority Populations.
 - Increase access for Priority Populations to available services and benefits through workforce programs.
 - Achieve a minimum of 50 percent Women participation in the program.
- Services
 - Ensure that at least 80 percent of participants successfully complete the program.
 - Enhance the public workforce system by providing navigation assistance for workforce development programs, expanding access to community-based career counseling, and offering opportunities to earn industry-recognized certificates and credentials through work-based learning experiences.
- Employment Outcomes
 - Ensure that at least 75 percent of participants obtain employment.
 - Ensure that at least 75 percent of participants earn at least \$17 per hour.

Participants

As of June 30, 2025, Prosperity 10,000 has served 9,730 participants, achieving 97 percent of its goal to assist 10,000 individuals. With program funds scheduled to end June 30, 2026, the local workforce development boards are well positioned to reach the goal of serving 10,000 participants. The majority of those served by Prosperity 10,000-funded programs—95 percent—identify with one or more of the Priority Population characteristics, alongside low-income communities, which all participants represent. Except by gender, programs effectively serve a high proportion of Priority Populations.

Among participants who provided racial or ethnic identity, 17 percent as two or more races, 10 percent as Black/African American, 10 percent as Latino/a/x/Hispanic, 4 percent as Asian/American/Asian, 2 percent as Native American/Alaska Native, and one percent as Native Hawaiian/Pacific Islander. Thus, 44 percent identified as a person of color, and 56 percent identified as White. Comparing these figures to Oregon's overall labor force highlights the racial diversity within Prosperity 10,000. While 70 percent of Oregon's labor force aged 16 and older identify as White, only about half of Prosperity 10,000 participants do. Conversely, individuals identifying as multi-racial, as well as those identifying as Black/African American and, to a lesser extent, Native American/Alaska Native or Asian/Asian American, are represented at notably higher rates than in the broader labor force (2 percent for Black/African American and 12 percent for two or more races). However, participants identifying as Latino/a/x/Hispanic are underrepresented in Prosperity 10,000 compared to both the labor force and the general population. (See Chapter 2, Table 2.02.) Five percent of participants did not report a racial or ethnic identity, and these individuals are not included in the counts above.

Notably, 37 percent of participants identified as currently or formerly incarcerated. Specific projects funded through Prosperity 10,000, such as Clackamas Workforce Partnership's expungement clinics, are designed to serve this community by providing information and resources related to Deferred Action for Childhood Arrivals (DACA), eviction expungement, name and gender marker changes, and criminal expungement. These initiatives demonstrate Prosperity 10,000's commitment to serving Priority Populations, which are often underrepresented in traditional workforce programs.

By age, 44 percent of Prosperity 10,000 participants were ages 40 and older compared to 29 percent of all Future Ready Oregon participants. However, gender representation remains a key focus: women account for only 45 percent of the total participants, excluding those who did not report their gender, and this proportion has seen little change over the past two years. Reaching the program's goal of 50 percent participation by women will require intentional effort, which is challenging given that only six months remain in Prosperity 10,000 programming—especially since women are somewhat less likely to participate in the labor force compared to men. (See Chapter 2.)

Table 4.1.2. Number and Percent of Population Served by Prosperity 10,000 Funded Services and Programs, March 2022 through June 2024.

Priority Population	Number Served	Percent
By Race		
Asian American/Asian	352	4%
Black/African American	901	10%
Native American/Alaska Native	271	3%
Native Hawaiian/Pacific Islander	54	1%
Latino/a/x /Hispanic	950	10%
Two or More Races	1,534	17%
White	5,159	56%
By Gender		
Women	3,377	45%
Men	4,132	54%
Non-Binary	77	1%
By Age		
Ages 24 and Younger	1,392	14%
Ages 25-39	3,998	41%
Ages 40 and Older	4,291	44%
By Geography		
Frontier	386	4%
Rural	3,189	34%
Urban	5,943	62%
Persons Incarcerated or Formerly Incarcerated	3,567	37%
Federally Recognized Tribal Member	88	1%
Veteran	281	3%
Person with a Disability	1,102	11%
Person Identifies with LGBTQIA+ Community	372	4%

Services

Prosperity 10,000 delivered an average of X services per participant, demonstrating the program’s comprehensive support framework. Career coaching was the most frequently provided service, with half of participants receiving this support. Workforce development training was the next most common, reaching one third of participants. Other services such as on-the-job training (three percent) and job placement (two percent) were less commonly utilized. Table 4.1.3 outlines the types of services received, the number of participants engaged with each service, the frequency of service delivery (participants may receive the same service multiple times), and the service completion rates.

Prosperity 10,000 boasts exceptionally high service completion rates, averaging 97 percent across all services. Among individual services, paid work experience had the lowest completion rate at 70

percent, which was unique among the services provided. These outcomes suggest that Prosperity 10,000 remains on course to achieve its goal of ensuring at least 80 percent of participants successfully complete the services in which they enroll. For service information by Priority Population, see Appendix E.

Table 4.1.3. Prosperity 10,000 Service Utilization and Completion, March 2022 – June 2025.

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Services Completion Rate
Workforce Development Trainings				
Career Coaching	4,786	50%	16,302	99%
Workforce Development Training	3,142	33%	3,373	88%
General Career Exploration	2,092	22%	6,527	100%
Job Placement Services	232	2%	383	100%
Early Career Skills	1,391	15%	1,849	97%
On-The-Job Training	299	3%	415	96%
Paid Work Experience	634	7%	760	70%
Recruitment and Engagement Services	263	3%	573	100%
Other	3,542	37%	6,635	99%
Wraparound Support Services				
Tuition and Fees Assistance	1,505	16%	2,957	
Childcare	11	0%	12	
Residential Assistance	285	3%	491	
Stipend	335	4%	451	
Tools, Supplies, Equipment, Uniform, Technology	534	6%	733	
Transportation	750	8%	1,496	
Other Wrap Around Support	1,200	13%	1,653	

Prosperity 10,000 delivered nearly 8,000 support services to their participants. The most common was assistance with tuition and fees, with 15 percent of participants receiving a median award of \$1,550, totaling over \$5.7 million in support. Other notable supports included transportation services (8 percent of participants) and help with tools, supplies, equipment, uniforms, and technology (5 percent). Childcare services were the least used, with fewer than 1 percent of participants accessing this support. Support types that did not fall into specific categories, which reached 13 percent of participants, are primarily related to participants accessing various online WorkSource Oregon tools. Table 4.1.4 details the types of support services, the number of participants served, and the associated costs. For supporting services data by Priority Population, see Appendix F.

Table 4.1.4: Prosperity 10,000 Participants Use Wraparound Services, March 2022 – June 2025.

Wraparound Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Sum of Dollars Spent on Participants	Median Dollars Spent on Participants
Tuition and Fees Assistance	1,505	15%	2,957	\$5,735,398	\$1,550
Childcare	11	<1%	12	\$13,504	\$611
Residential Assistance	285	3%	491	\$496,479	\$600
Stipend	335	3%	451	\$470,200	\$1,250
Tools, Supplies, Equipment, Uniform, Technology	534	5%	733	\$193,538	\$200
Transportation	750	8%	1,496	\$204,750	\$50
Other Wraparound Support	1,200	12%	1,653	\$617,172	\$181

Note: Percentages are rounded to nearest whole place.

Employment Outcomes

The employment outcomes for Future Ready Oregon participants include job placement rates, hours worked, and quarterly earnings. These metrics align with the goals of Prosperity 10,000, which aim for 75 percent of participants to be placed in employment and 75 percent to earn at least \$17.00 per hour after their participation. The data used to evaluate these outcomes are sourced from the Oregon Employment Department (OED), which maintains employment and earnings records for the majority of employed Oregonians through employer-reported Unemployment Insurance records. Prosperity 10,000 participants are matched with these records using their social security numbers.⁶¹

Approximately 83 percent (N = 8,106) of Prosperity 10,000 participants reported their social security number. However, having a social security number does not guarantee employment data will be available; employment records are present and matched for about 76 percent (N = 7,355) of participants. Although the results below do not encompass every participant, they are broadly representative of the entire Prosperity 10,000 cohort.

Job Placement

A key measure of Prosperity 10,000's effectiveness is its ability to connect participants with employment opportunities. For this report, job placement is defined as the percentage of participants who were unemployed in the quarter prior to and at the start of their Prosperity 10,000 participation, but who gained employment following their participation. Participants who were already employed before or at the beginning of their program are not included in this measure. Among the 7,355 participants with available employment data, 2,757 were not employed at the start of their

⁶¹ Also as noted previously, we draw on OED's ability to match individuals with name and birthdate when social security number is not available. Few individuals are matched this way, but those who are matched are included in the employment outcomes reported here.

participation (Table 4.1.5). Of these, 2,207 (80 percent) found employment after participating in the program. This is a high success rate and exceeds Prosperity 10,000's goal of 75 percent employment among participants after their engagement. More than half of participants were employed within a quarter (three months), and the average time to become employed was five months. For information on job placement by Priority Population, see Appendix H.

Table 4.1.5. Job Placement among Prosperity 10,000 Participants, by Employment Status.

Count of Participants with Employment Data	Count of Participants Who Might Become Employed	Percent of Participants Who Might Become Employed	Count of Participants Who Found Employment	Percent of Participants Who Found Employment
7,355	2,757	38%	2,207	80%

Note: Percentages are rounded to one decimal place.

Hours Worked

The wages earned by participants in a given quarter are heavily influenced by the number of hours worked during that period. In addition, full-time work is of interest because it is more likely than part-time work to carry healthcare benefits, which is a desired outcome of Future Ready Oregon programming. For these reasons, we examined the number of Prosperity 10,000 participants who were working full-time after the workforce services they completed. We used two definitions of full-time employment, an Oregon standard from OED of 40 hours per week and a federal standard from the 2010 Affordable Care Act (ACA) of 30 hours per week.^{62,63} Employment data include the total hours worked over a quarter, and we use this to identify who worked full-time for the duration of the quarter. For example, using the Oregon full-time standard of 40 hours per week, participants would need to work 520 hours over the course of the quarter to work full-time. Because the data do not show hours worked per week, this does not account for participants who worked full-time for part of the quarter.

Table 4.1.6 shows the percentage of participants employed full-time for the quarter, among those who completed services and had available employment data. This includes both participants who were employed at the start of services and those who were not employed at the start. Results show that one-third of Prosperity 10,000 participants were working full-time after completing services under the Oregon definition of 40 hours per week and that almost two-thirds (63 percent) were working full-time under the federal definition of 30 hours per week.

62 <https://www.irs.gov/affordable-care-act/employers/identifying-full-time-employees>

63 <https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=240670>

Table 4.1.6: Percentage of Prosperity 10,000 Participants Employed Full-Time after Enrollment in the Program, by Full-Time Definition.

Participants Working Full-Time under OR Rules	Percent of Participants Working Full-Time under OR Rules	Participants Working Full-Time under ACA Rules	Percent of Participants Working Full-Time under ACA Rules
2,075	34%	3,780	63%

While the results above show how many participants are working full-time hours, they do not tell us how close to full-time the participants worked. To understand this, we took the total number of hours participants worked in a quarter and divided it by the number of hours in a full-time schedule. The result is a proportion where a value of 1.0 means the employee worked full-time, while a value of 0.5 means they worked half of full-time hours. We found that the median level of employment was 0.7 before services and 0.8 after services, or close to full-time (using weighted results, see Figure X below).⁶⁴ This equates to about 29 hours per week before services and 30 hours per week after services. However, recall that the actual number of hours participants worked in a week is not available, only the total number of hours they worked in a quarter. It is distinctly possible that participants worked different numbers of hours in different weeks.

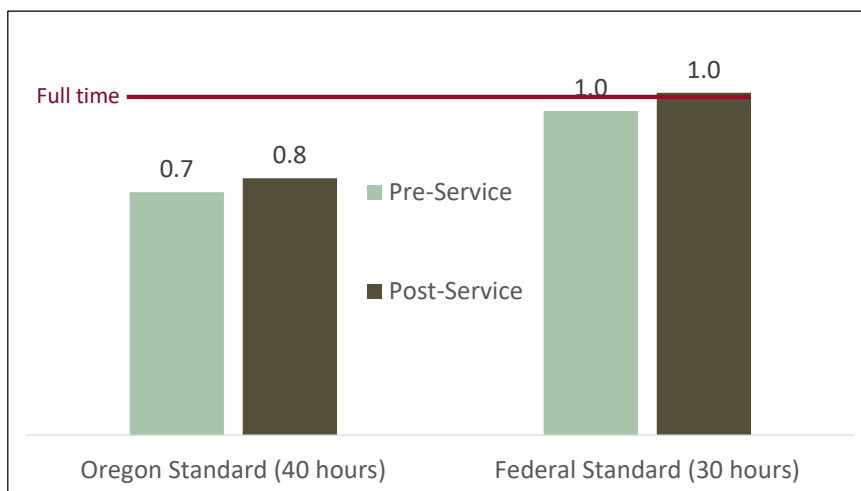


Figure 4.1.1. Median proportion of full-time hours that Prosperity 10,000 participants worked, before and after services, by definition of full-time.

Using the federal standard of full time (30 hours per week), we find that the median level of employment was 1.0 before services and 1.0 after services. In other words, participants typically

⁶⁴ Figure 4.2.1 uses weighted, analyzed results. The raw, unweighted results are: Median proportion of full-time hours were 0.7 before services, 0.5 during services, and 0.8 after services using the Oregon standard. The median proportion of full-time hours were 1.0 before services, 0.7 during services, and 1.0 after services using the federal standard.

worked full time both before and after services. As shown in Figure 4.2.1, the number of hours worked after services is in fact slightly higher than the number before services but has the same ratio due to rounding. Together, these results suggest that Prosperity 10,000 participants experienced a small increase in hours worked after their participation. However, we also note that during the quarter in which participants were actively receiving services, their hours worked fell to 0.5 of the Oregon full-time standard and 0.7 of the federal standard.

Wages

Wages are of primary concern for participants, grantees, and Future Ready Oregon, and employment data include wages earned for the whole quarter. The total wages earned by participants in a quarter can fluctuate—either increase or decrease—from changes in hours worked, hourly wage, or a combination of both. Table 4.1.7 below presents the weighted median of total quarterly wages for Prosperity 10,000 participants, covering the quarters before they received services, at least one quarter during their participation, and the quarters after. The dollar amount per hour is calculated by dividing total quarterly wages by total quarterly hours worked. On average, participants experienced a \$1,885 increase in their quarterly wages.

Table 4.1.7. Quarterly Wages of Prosperity 10,000 Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Quarterly Wages				
25 th Percentile	\$3,432	\$2,361	\$4,591	\$1,158
Median (50th Percentile)	\$7,085	\$5,252	\$9,026	\$1,941
75 th Percentile	\$10,948	\$9,413	\$13,568	\$2,620
Analyzed Quarterly Wages				
25 th Percentile	\$3,481	\$2,398	\$4,599	\$1,118
Median (50th Percentile)	\$7,182	\$5,490	\$9,067	\$1,885
75 th Percentile	\$11,077	\$9,864	\$13,644	\$2,567

They also saw an average rise of \$3.67 in their weighted median hourly wage over the same period. Given that overall full-time employment levels showed little change from pre- to post-service, this increase in median quarterly wages likely reflects participants securing better-paying jobs rather than simply working more hours. Importantly, Prosperity 10,000 is currently meeting its goal that participants earn at least \$17 per hour after completing the program. The 25th percentile of hourly wages is now \$18.21, indicating that 75 percent of all Prosperity 10,000 participants are earning at least this amount per hour. For wage information by Priority Population, see Appendix J.

Table 4.1.8. Hourly Wages of Prosperity 10,000 Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Hourly Wages				
25 th Percentile	\$15.23	\$16.33	\$18.17	\$2.94
Median (50 th Percentile)	\$18.67	\$19.61	\$22.34	\$3.67
75 th Percentile	\$23.82	\$24.21	\$28.46	\$4.64
Analyzed Hourly Wages				
25 th Percentile	\$15.30	\$16.42	\$18.21	\$2.91
Median (50th Percentile)	\$18.78	\$19.81	\$22.45	\$3.67
75 th Percentile	\$24.02	\$24.62	\$28.63	\$4.61

Discussion

As part of their Prosperity 10,000 efforts, Oregon’s local workforce development boards partnered with WorkSource Oregon to strengthen the public workforce system. WorkSource Oregon offers participants support to navigate workforce development programs, increased access to community-based career counseling, and opportunities to earn industry-recognized certificates and credentials through work-based learning experiences.

Additionally, the boards collaborated with the Oregon Department of Human Services (ODHS) to expand access to the SNAP Training and Employment Program (STEP), which provides extra employment and education opportunities for eligible individuals receiving SNAP benefits. As since the beginning of the Prosperity 10,000 program, the boards worked with their local ODHS offices to raise awareness of Prosperity 10,000 workforce training opportunities, identify funding match opportunities, and leverage resources for eligible clients. Some providers partnered closely with ODHS offices to directly identify and enroll eligible participants, while others concentrated on specific programmatic efforts.

The local workforce development boards consistently report that the Prosperity 10,000 program is successful because of the tailored and flexible support services offered alongside workforce development opportunities, community engagement, focus on Priority Populations, and emphasis on continuous improvement. They report that one of the most effective elements of Prosperity 10,000 is its commitment to offering flexible, tailored services that directly address the unique needs of participants. By providing wrap-around supports, such as transportation assistance and childcare, the program enables individuals to overcome barriers and fully engage in workforce development activities. They attest that the personalized approach has resulted in higher levels of participation and success among diverse demographic groups. Moreover, some local workforce development boards are actively seeking grants to continue to provide the funding to continue providing flexible support services after the Prosperity 10,000 has ended.

Since 2022, the boards have consistently reported that the strong outcomes of Prosperity 10,000 is also attributed to its flexible funding model and ability to provide these wrap-around supports, which address significant barriers to participation. However, the results do not indicate a substantial number of participants accessing these types of services. Prosperity 10,000 recognition of and proactive response to structural barriers, such as housing insecurity and transportation challenges, has been crucial in enabling participants to pursue long-term economic stability, even in cases where they do not utilize these services. The availability of support appears to change the way providers and participants work to address barriers. It both involves and conveys a greater willingness to invest in participants' success, potentially encouraging participants to complete their programs and fostering a sense of gratitude. Furthermore, the boards emphasize that the ability to fund these services, along with collaboration with housing authorities and community resource organizations, has facilitated the fulfillment of participants' needs, allowing them to engage effectively in employment training and subsequently improving their overall quality of life.

Strong community partnerships are another common theme that local workforce development boards have attributed to the success of Prosperity 10,000. The program builds strong relationships with local organizations, educational institutions, and employers. These collaborations enhance service delivery by leveraging shared resources and community expertise. By working with trusted community partners, Prosperity 10,000 has increased its outreach and built trust within the populations served, resulting in greater engagement and improved outcomes for participants. Through these community partners, Prosperity 10,000 services are able to serve Priority Populations more effectively, including rural youth, people who are incarcerated or recently incarcerated, and low-income families. The program recognizes the specific challenges faced by these groups and has designed particular outreach strategies to engage them.

Finally, the local workforce boards report that the integration of ongoing feedback mechanisms has been instrumental in refining the program's approach locally. Prosperity 10,000 actively seeks input from participants and partners, allowing for timely adjustments to services and ensuring alignment with community needs. Additionally, they come together on a regular basis to share information, lessons learned, and solutions to common challenges. This commitment to continuous improvement enhances program effectiveness and promotes sustained engagement.

Conclusion

Overall, the Prosperity 10,000 initiative demonstrates successful outcomes through its flexible programming, community-driven partnerships, focused outreach, and dedication to addressing barriers faced by Priority Populations, reflecting a strong model for inclusive workforce development. The program has made significant strides toward its goals of expanding economic opportunity and serving Priority Populations across Oregon. It has reached nearly 97 percent of its participant goal, with nearly all participants identifying with a Priority Population above and beyond their low-income status. High service completion rates—averaging 97 percent—and strong employment outcomes highlight the program's effectiveness in helping participants secure, sustain, and improve employment. Notably, a substantial portion of participants are working in in-demand sectors, earning higher wages, and attaining industry-recognized credentials, with many earning at least \$18 per hour.

While efforts to increase gender equity continue, the program’s collaborations—particularly with WorkSource Oregon and ODHS—are enhancing access to career development opportunities, especially for those facing systemic barriers. Overall, Prosperity 10,000 is on track to meet all objectives except for its goal of serving at least 50 percent women among its participants, and the program is close on this goal. Overall, Prosperity 10,000 demonstrates promising progress in building a more equitable and skilled workforce across Oregon.

CAREER PATHWAYS

Career Pathways programs connect community college education and training with intentional student support, enabling individuals to obtain stackable credentials tailored to specific occupations or industry sectors. This comprehensive approach not only supports students during their transition from high school to community college but also facilitates progress from pre-college courses to for-credit postsecondary programs, and ultimately from community college to employment or university.⁶⁵ By integrating intentionally designed and structured educational experiences, Career Pathways guide students from their entry point through to the achievement of high-quality postsecondary credentials and careers, utilizing nationally recognized evidence-based practices.

Initiated 20 years ago by five Oregon community colleges, Career Pathways programming expanded to all 17 community colleges by 2007. According to the Higher Education Coordinating Commission (HECC) analysis of student outcomes, Career Pathways have continuously improved and are now linked with higher rates of credential completion and gainful employment.⁶⁶ Over time, the objectives of Career Pathways have evolved to include not only providing student support and stackable credentials for specific careers but also to expand equitable access and outcomes such that they are a key contributor to Oregon's educational attainment goals of 40-40-20 and adult attainment.⁶⁷

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

- “Well-connected education, training, support services, and credentials which have been carefully developed through key relationships with faculty, industry, career and technical education (CTE), apprenticeships, workforce development and education partners. These relationships help align local priorities and/or labor market need with Career Pathways programming.
- Multiple entry points that improve equity and access for diverse populations, including individuals with barriers to education.
- Multiple exit points at progressively higher levels of education and training that align with subsequent entry points and lead to gainful employment.
- Stackable credentials that prepare students for additional industry-recognized credentials, occupational licenses, or credentials with labor market value.”⁶⁸

⁶⁵ <https://www.oregon.gov/highered/institutions-programs/ccwd/Pages/career-pathways.aspx>

⁶⁶ <https://www.oregon.gov/highered/about/community-colleges-workforce-development/pages/initiatives.aspx>

⁶⁷ <https://www.oregon.gov/highered/strategy-research/pages/state-goals.aspx>

⁶⁸ <https://docs.google.com/document/d/1JUyHwP71FPd02B5osFwNTs4cNNVgAuPkcbpX9hgEbs8/edit>

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

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

HECC's Office of Community College and Workforce Development (CCWD) administered the Future Ready Oregon investment in Postsecondary Career Pathways. In early 2022, CCWD allocated grants to community colleges based on a funding formula that included a base amount of \$300,000, additional funds corresponding to the number of full-time equivalent students, and extra support for colleges with fewer than 5,000 full-time equivalent students due to their lower tuition revenue. This investment of \$14.2 million was designated to cover expenses for the 2022-23 academic year.

Community colleges reported that this funding led to the expansion of Career Pathways programs, improved outreach efforts for Priority Populations, the development of curricula tailored to key industries, technological upgrades, and the alignment of Adult Basic Education programs as an entry point into career pathways. The 2022-23 Future Ready Oregon investment in Career Pathways was in addition to the allocations received by community colleges during the 2021-23 biennium for Career Pathways outside of the Future Ready Oregon initiative. Consequently, the total number of students enrolled in Career Pathways programs is larger than what is reflected in this report, which focuses solely on the Future Ready Oregon investment for the 2022-23 academic year.

Participants

From July 2022 to June 2025, the Future Ready Oregon Career Pathways program has successfully engaged 5,568 participants, reflecting strong participation across Priority Populations, as shown in Table 4.1.1 below. Notably, 91 percent of participants who reported their data identified with one or more Priority Populations, in addition to being low income. The racial and ethnic composition shows significant variation. Among students of color, those identifying as Multiracial or as Latino/a/x/Hispanic were most represented, at 18 percent and 17 percent, respectively. Most communities of color are represented among Career Pathways participants at higher rates than in the labor force, except for Native Hawaiian/Pacific Islanders, whose representation closely mirrored that of the labor force, and Asian American/Asians, who were less represented in this group. Overall, the racial and ethnic composition of Career Pathways participants aligns closely with that of Oregon's labor force, with the exception of White individuals, who constitute 56 percent of Career Pathways participants but 70 percent of the labor force.

Table 4.2.1: Number and Percent of Population Served by Career Pathways Funded Services and Programs, March 2022 through June 2025.

Priority Population	Number Served	Percent
By Race		
Asian American/Asian	143	3%
Black/African American	178	4%
Native American/Alaska Native	110	2%
Native Hawaiian/Pacific Islander	29	1%
Latino/a/x /Hispanic	849	17%
Two or More Races	906	18%
White	2,818	56%
By Gender		
Women	2,969	55%
Men	2,355	44%
Non-Binary	58	1%
By Age		
Ages 24 and Younger	1,720	31%
Ages 25-39	2,258	41%
Ages 40 and Older	1,579	28%
By Geography		
Frontier	191	4%
Rural	1,956	44%
Urban	2,286	52%
By Other Populations		
Persons Incarcerated or Formerly Incarcerated	286	5%
Federally Recognized Tribal Member	90	2%
Veteran	232	5%
Person with a Disability	609	11%
Person Identifies with LGBTQIA+ Community	312	6%

Career Pathways students are somewhat more likely to be women (55 percent) than men (44 percent), a pattern that diverges from Oregon’s labor force, where men make up 53 percent. The program also focuses on supporting underrepresented groups, including five percent of students who identify as Veterans, 11 percent as individuals with disabilities, and six percent as part of the LGBTQ+ community. Age distribution among participants shows a notable concentration in the 25-39 age range (41 percent), with a substantial representation of those aged 24 and younger (31 percent) and somewhat lower representation of those aged 40 and older (28 percent). Additionally, a considerable portion of Career Pathways students (44 percent) come from rural areas, compared to only 29 percent of the overall labor force.

Credentials

Career Pathways programs are structured to offer a range of credentials that accommodate varying credit requirements, enabling students to progress from short-term certificates to longer-term certificates and ultimately to associate degrees. Overall, half (50 percent) of Career Pathways students from the Future Ready Oregon investment have earned at least one credential. Because students can earn more than one credential, Career Pathway students who earned credentials earned an average of 1.3 credentials.

Table 4.2.2: Number and Percent of Participants and Credentials Earned by Type of Credential, March 2022 through June 2025.

Type of Credentials	Number of Participants	Percent of Participants	Number of Unique Credentials	Percent of Unique Credentials
CTE: Associate of Applied Science (AAS)	1,001	18%	1,013	27%
CTE Career Pathway Certificate	981	18%	1,205	32%
CTE Certificate 1 yr - less than 2 yrs	664	12%	683	18%
CTE Certificate less than 1 yr	328	6%	340	9%
LDC: Associate of General Studies (AGS)	201	4%	201	5%
LDC: Associate of Arts Oregon Transfer (AAOT)	80	1%	81	2%
Non-Credit Training Certificate (NCTC)	75	1%	75	2%
LDC: Associate of Science (AS)	28	1%	28	1%
CTM Core Transfer Map	24	0%	24	1%
LDC: Oregon Transfer Module (OTM)	21	0%	21	1%
CTE Certificate 2 or more yrs	13	0%	13	0%
Other Credentials	32	1%	32	0%
Total Number of Participants who Earned Credentials	2,806	50%	3,716	100%

Note. Participant total will not sum to 100% as participants may have earned more than one type of credential and/or multiple of a single type of credential.

The emphasis on CTE pathways is evident in the credentials earned by participants to date. CTE credentials account for more than half of all credentials earned by these Career Pathways students. Associate of Applied Science degrees and CTE Career Pathway Certificates each account for 18 percent of all credentials awarded. Additionally, another 18 percent of Future Ready Oregon Career Pathways students obtained short-term CTE Certificates that require less than two years to complete. Other credentials earned by Career Pathways participants include the Lower Division Collegiate (LDC) Associate of General Studies (four percent), LDC Associate of Arts Oregon Transfer, adult high school diplomas, LDC Oregon Transfer Module, and non-credit certifications, which together comprise the remaining recognized diplomas, degrees, certificates, and licenses. This diversity in credentials reflects the range of occupations in Career Pathways and underscores the program's commitment to providing flexible, skill-oriented educational pathways that address the varied career development needs of participants with diverse backgrounds and professional aspirations.

The Career Pathways program has been a longstanding initiative, with all Oregon community colleges offering these programs since 2007. Our objective is to assess whether the Future Ready Oregon investment in Career Pathways has resulted in an increase in the number of students served because of the Future Ready Oregon investment.

To effectively evaluate the impact of the Future Ready Oregon initiative, we analyze the number of credentials specific to Career Pathways and examine changes since the 2018-19 academic year, a timeframe chosen to minimize the influence of the pandemic. The findings reveal a decrease in the number of Career Pathways completions, from 7,636 in 2018-19 to 6,998 in 2024-25. Although there was a decline in the number of Career Pathways certificates awarded during the COVID-19 pandemic, figures have been steadily increasing since then. In 2024-25, the number of Career Pathways certificates awarded were 92 percent of the number awarded in the year before the pandemic. The decline may also be attributed to the lag in completions following pandemic-related enrollment declines, shifts in workforce trends, changes in educational priorities among students, or competition with alternative educational pathways that have emerged in recent years.

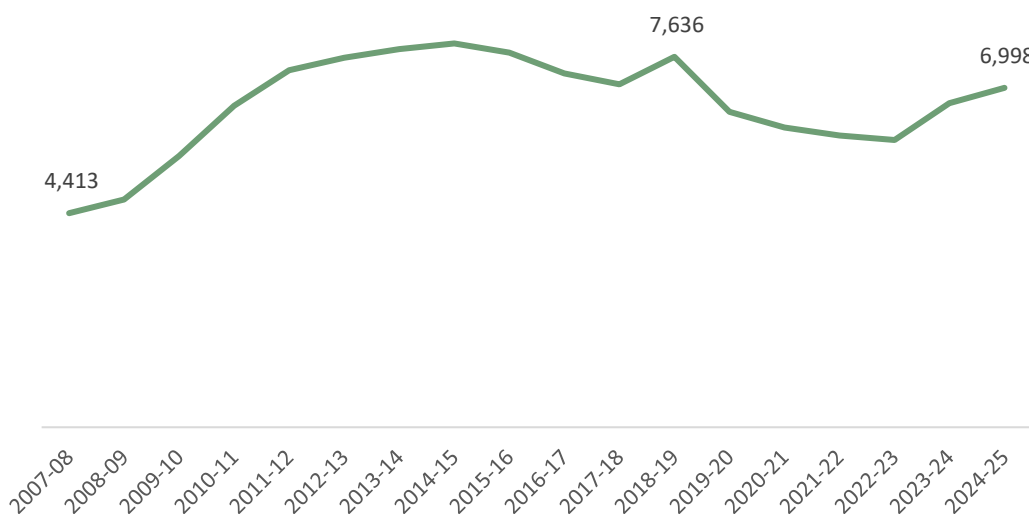


Figure 4.2.1: Number of Career Pathway Certificates Awarded by Year.

Employment Outcomes

The employment outcomes for participants in Future Ready Oregon include job placement rates, hours worked, and quarterly earnings. This data comes from the Oregon Employment Department (OED), which collects information on the majority of employed Oregonians through mandatory Unemployment Insurance reporting by employers. Career Pathways participants are linked to OED employment and earnings data using their social security numbers. Approximately 72 percent of Career Pathways participants have provided their social security numbers. From these 3,989 individuals, or 87 percent (N = 3,465) have employment data available from OED, which forms the basis for the following results. While having social security numbers for all participants would be

ideal, the reported figures for nearly three-quarters of Future Ready Oregon Career Pathways participants suggest that the employment outcomes presented here can be reasonably generalized to the entire population of Future Ready Oregon Career Pathways students, although caution is advised in making broad generalizations.

Job Placement

One of the employment metrics we use for evaluating the program’s effectiveness in connecting participants to employment opportunities is job placement. In this report, job placement is defined as the percentage of participants who were unemployed in the quarter prior to and at the beginning of their Career Pathways participation and subsequently gained employment after completing their program. Career Pathways participants who were already employed when they enrolled are excluded from this measure. Among the 3,465 participants for whom employment data is available, only 1,270 were unemployed at the start of the program. Of these, 930 participants, or 73 percent, successfully secured employment following their involvement in a Career Pathways program. It took participants an average of six months (two quarters) to find employment. For job placement rates by Priority Population, see Appendix H.

Table 4.2.3: Job Placement among Career Pathways Participants, by Employment Status.

Count of Participants with Employment Data	Count of Participants Who Might Become Employed	Percent of Participants Who Might Become Employed	Count of Participants Who Found Employment	Percent of Participants Who Found Employment
3,465	1,270	36.7%	930	73.2%

Hours Worked

The number of hours worked by participants in a given quarter significantly affects their subsequent earnings. Moreover, working full-time increases the likelihood of having healthcare benefits. Oregon standards for full-time employment are 40 hours per week, and federal standards are 30 hours per week (from the 2010 Affordable Care Act, ACA) standards.⁶⁹ Though we do not have data on the hours that participants worked per week, OED data does include the hours worked for the whole quarter. Among the Future Ready Oregon Career Pathways participants with available employment data, we estimate 29 percent were working full-time under the Oregon definition, and 61 percent under the federal definition.

69 <https://www.irs.gov/affordable-care-act/employers/identifying-full-time-employees>

Table 4.2.4: Percentage of Career Pathways Participants Employed Full-Time after Enrollment in the Program, by Full-Time Definition.

Participants Working Full Time under OR Rules	Percent of Participants Working Full Time under OR Rules	Participants Working Full Time under ACA Rules	Percent of Participants Working Full Time under ACA Rules
828	29%	1,734	61%

Note: Percentages are rounded to nearest whole place.

The results above only show the share of participants who worked full-time hours. We therefore use a different measure to understand how close to full-time Career Pathways students worked, which is the total number of hours participants worked in a quarter divided by the number of hours in a full-time schedule. The result is a proportion where a value of 1.0 means the employee worked full-time, while a value of 0.5 means they worked half of full-time hours. Using the Oregon full-time standard of 40 hours per week (520 hours per quarter), the median level of employment among these Career Pathways participants was 0.6 before their program and 0.7 after their program (using weighted results, see Figure X below).⁷⁰ This equates to working about 26 hours per week before the program and about 28 hours per week afterward. However, we note that the actual number of hours participants worked each week is not available, only the total number of hours they worked in a quarter. Participants easily may have worked different numbers of hours in different weeks.

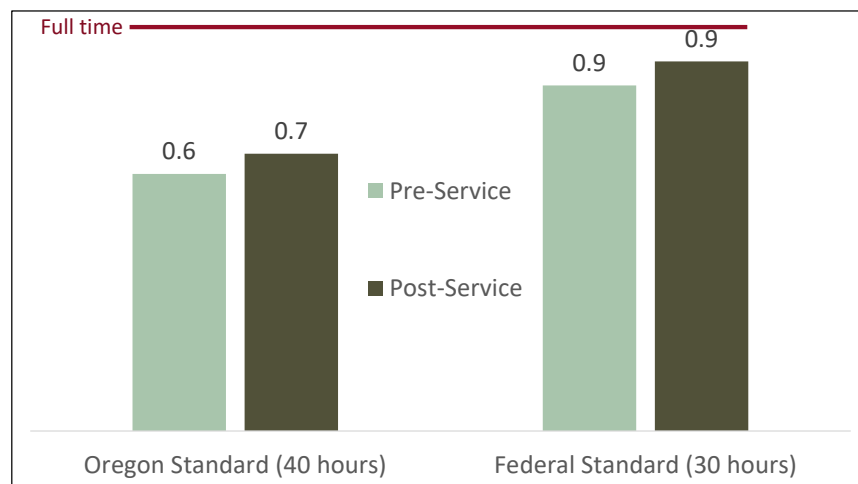


Figure 4.2.2: Median proportion of full-time hours that Career Pathways participants worked, before and after services, by definition of full-time.

When we use the federal standard of full time, 30 hours per week (390 hours per quarter), the median level of employment of Career Pathways participants was 0.9 before the program and 0.9 after the

⁷⁰ Figure 4.2.2 uses weighted, analyzed results. The raw, unweighted results are: Median proportion of full-time hours were 0.7 before services, 0.5 during services, and 0.7 after services using the Oregon standard. The median proportion of full-time hours were 0.9 before services, 0.7 during services, and 0.9 after services using the federal standard.

program. Under this standard, the median participant was typically working nearly full time both before and after their enrollment. Participants did work slightly more hours after their program than before it; the proportions appear the same due to rounding.

Together, these results suggest that Career Pathways participants are generally working close to full time and experienced a small increase in hours worked after their participation in the program. However, while participants were in the program, they worked fewer hours (a median of 0.6 of the Oregon full-time standard and 0.7 of the federal standard). This reduction is likely attributable to the time commitment required for enrollment in Career Pathways.

Wages

Participants' wages and wage increases are of central interest to participants, workforce programs, and Future Ready Oregon. Table 4.2.5 details the median total quarterly wages of Career Pathways students for the periods prior to their enrollment, during their enrollment—which spans a minimum of one quarter—and after completing their enrollment. The hourly wage is calculated by dividing total quarterly wages by the total hours worked. After the program, Career Pathways participants experienced an increase of more than \$2,000 in their median quarterly earnings, along with a rise of \$4.30 in their median hourly wage (Table 4.2.6). Given that the hours they worked only increased modestly after enrollment in Career Pathways, it is likely that this increase in median quarterly earning results from participants securing better-paying jobs after the program rather than simply working more hours. Wage information by Priority Population can be found in Appendix J.

Table 4.2.5: Quarterly Earnings of Career Pathways Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Quarterly Wages				
25th Percentile	\$2,986	\$2,712	\$4,040	\$1,054
Median	\$6,073	\$5,779	\$8,146	\$2,072
75th Percentile	\$9,632	\$9,873	\$12,430	\$2,798
Analyzed Quarterly Wages				
25th Percentile	\$2,877	\$2,712	\$4,005	\$1,128
Median	\$5,898	\$5,760	\$8,067	\$2,169
75th Percentile	\$9,538	\$9,847	\$12,341	\$2,802

Table 4.2.6: Hourly Wages of Career Pathways Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Hourly Wages				
25th Percentile	\$14.53	\$16.31	\$17.92	\$3.39
Median	\$17.60	\$19.64	\$21.93	\$4.33
75th Percentile	\$22.14	\$24.15	\$27.56	\$5.42
Analyzed Hourly Wages				
25th Percentile	\$14.44	\$16.16	\$17.79	\$3.35
Median	\$17.42	\$19.47	\$21.72	\$4.30
75th Percentile	\$21.94	\$23.91	\$27.32	\$5.38

These initial employment outcomes are a positive sign of the Career Pathways program's effectiveness. At the same time, they should be received with some caution. Because employment data is only available for 62 percent of all Future Ready Oregon Career Pathways students, these findings may not be fully generalizable to the remaining 38 percent of participants.

Conclusion

Career Pathways students funded through Future Ready Oregon are more likely to be students of color, women, and residents of rural areas compared to the broader Oregon labor force. Additionally, employment outcomes of these students show a strong correlation between participation in Career Pathways and higher earnings. This evidence continues to underscore that the Career Pathways program does in fact enhance economic opportunities for underrepresented Oregonians.

The extent to which the Future Ready Oregon investment in Career Pathways has increased access to the program and improved its quality is less clear. While the Career Pathways program has been a longstanding initiative within Oregon's community colleges since 2007, pandemic impacts on enrollment, combined with inconsistent reporting of Career Pathway students over the years, limits the ability to assess this impact. Nonetheless, the number of Career Pathway Certificates awarded have increased since the investment, and even though this increase certainly reflects post-pandemic rebounds in part, it is also consistent with the investment having a positive impact.

REGISTERED APPRENTICESHIP

The Oregon Bureau of Labor and Industries (BOLI) Apprenticeship and Training Division (ATD) received \$18.9 million in funding through Future Ready Oregon (SB 1545, 2022) to manage the investment's Registered Apprenticeship Program. From May 2022 to December 2023, BOLI administered four rounds of grant funding designed to accelerate the development and implementation of apprenticeships in healthcare and manufacturing and to support pre-apprenticeship training in these fields and construction. Eligible organizations for these grants included community-based organizations, labor unions, local workforce development boards, and community colleges, all of which play key roles in creating apprenticeship programs.

The grant activities permitted under the Future Ready Oregon legislation cover several areas, including employer engagement in the healthcare and manufacturing sectors, recruitment efforts, and support for participants through tuition assistance; funding for tools, uniforms, supplies, and other assistance. Furthermore, grants could be utilized to develop curricula for new apprenticeship programs. By emphasizing equity and access, the program aimed to increase participation among women and individuals from communities of color, thereby promoting greater inclusivity in both pre-apprenticeship and registered apprenticeship training programs.

The Apprenticeship and Training Division awarded 54 grants in their four rounds of grant-making.⁷¹ More than half of the grants awarded, 30 (56 percent), were in construction, followed by 14 in manufacturing (26 percent), and 10 in healthcare (18 percent). BOLI allocated a total of \$17,904,063.76 to the grants. The funding was available for both start-ups and expansions, and 58 percent was directed towards new programs. New pre-apprenticeship programs received a substantial 27 percent of the overall funding. See Table 4.3.1 below.

Table 4.3.1: Apprenticeship Type by Number of Grants and Total Funding, June 2022 through December 2024.

Program Type	Number of Grants	Total Funding	Percent of Total
Expanded Pre-Apprenticeship Program	18	\$6,637,206	37%
New Registered Apprenticeship Program	11	\$5,519,441	31%
New Pre-Apprenticeship Program	18	\$4,752,791	27%
Expanded Registered Apprenticeship Program	6	\$984,626	6%
Planning Only	1	\$10,000	<1%
Totals	54	\$17,904,064	100%

Most of the 54 grants were initially awarded as one-year contracts; however, approximately one-third of these grants were extended for an additional four months to one year because some grantees were unable to meet their deliverables for various reasons. Common factors contributing to these extensions included newer grantees who underestimated the administrative processes necessary for (pre-)apprenticeship registration, shortages of equipment and supplies caused by the COVID-19

⁷¹ For more information about the four rounds of grant making, see Future Ready Oregon, 2023 Year Two Report, Section 2D.

pandemic's impact on production, and the need to revise work plans in response to increased employee turnover following the pandemic. All grants issued during the first three rounds of grant-making concluded by June 30, 2024, while the five grants awarded in the fourth round ended on December 31, 2024. (See previous annual reports for more information.)

Oversight of all Registered Apprenticeship programs, including those funded by Future Ready Oregon, is managed by the Oregon State Apprenticeship and Training Council, which is responsible for approving new apprenticeship programs. The approval process is comprehensive and takes nine to twelve months, involving extensive documentation and preparation. This timeline allows apprenticeship programs to ensure the rigor needed to achieve desired employment outcomes.

BOLI reported that the agency and many grantees did not have sufficient time to complete this preparation process thoroughly. Even with extensions, the compressed timeframe of the Future Ready Oregon funding did not provide sufficient time for the BOLI to hire new and onboard staff to support the work and grantees to complete it. As a result, outcomes were not as strong for the pre-apprenticeships and apprenticeships developed or expanded through Future Ready Oregon as for existing programs. BOLI reported that the new pre-apprenticeships developed under Future Ready Oregon (one-third of all the grants) resulted in only 3.2 percent of participants continuing on into registered apprenticeships, compared to the 17.7 percent of participants in established pre-apprenticeship programs who continue into registered apprenticeships. Without adequate time to develop new programs and expansions to existing programs properly, their efficacy and indeed that of the investment itself was diminished. See Appendix L for the BOLI, ATD's review and strategic roadmap for Future Ready Oregon's investment in registered apprenticeships.

Participants

The Future Ready Oregon Registered Apprenticeship program served 1,223 Oregonians and all grants concluded in 2024 (see the [Future Ready Oregon Year Three Report](#)). Because of the lengthy process of developing and registering an apprenticeship program, participation was limited during the initial stages. Once programs were registered, enrollment increased rapidly. However, the 54 programs are no longer reporting new participants because all grant funding has been expended.

Table 4.3.2 below shows the representation of Priority Populations among participants in the Future Ready Oregon Registered Apprenticeship program. Nine in ten participants identified with one or more Priority Populations (89 percent), beyond the low-income communities they represent. As shown in the table below individuals who participated in the registered apprenticeships and pre-apprenticeships were more likely to identify with the Priority Populations of communities of color, women, rural and frontier, and younger ages, than Oregon's overall labor force.

Table 4.3.2: Number and Percent of Population Served by Registered Apprenticeship Funded Services and Programs, August 2022 through December 2024.

Priority Population	Number Served	Percent
By Race		
Asian American/Asian	24	2%
Black/African American	54	4%
Native American/Alaska Native	64	5%
Native Hawaiian/Pacific Islander	14	1%
Latino/a/x /Hispanic	214	17%
Two or More Races	211	17%
White	630	52%
By Gender		
Women	399	33%
Men	772	63%
Non-Binary	48	4%
By Age		
Ages 24 and Younger	645	53%
Ages 25-39	395	32%
Ages 40 and Older	181	15%
By Geography		
Frontier	10	1%
Rural	443	38%
Urban	702	61%
By Other Populations		
Persons Incarcerated or Formerly Incarcerated	123	10%
Federally Recognized Tribal Member	53	4%
Veteran	21	2%
Person with a Disability	123	10%
Person Identifies with LGBTQIA+ Community	107	9%

Services

The apprenticeships and pre-apprenticeships funded through Future Ready Oregon offered a range of services. The average number of services received by participants was 3.5, up from 2.7 in 2024, although the program has not served additional participants since that time. The Registered Apprenticeship program placed a strong emphasis on workforce development training, which was provided to 79 percent of participants. This focus is expected given that apprenticeships are centered around specific occupations. Additionally, some grantees offered career coaching (38 percent) and general career exploration services (23 percent), underscoring the program's commitment to preparing participants for long-term career success.

Completion rates across these services varied. The overall service completion rate is 89 percent, and rates were between 84 percent and 100 percent for most services. On-the-job training had a notably low completion rate of 33 percent. This is surprising, as on-the-job training is typically a standard component of apprenticeships but was reported for only nine percent of participants by only two grantees. (See Appendix E for service utilization by Priority Population.)

Table 4.3.3: Registered Apprenticeship Service Utilization and Completion, August 2022 – December 2024.

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Services Completion Rate
Workforce Development Trainings				
Career Coaching	455	38%	489	89%
Workforce Development Training	937	79%	1,061	84%
General Career Exploration	277	23%	306	90%
Job Placement Services	172	14%	181	86%
Early Career Skills	116	10%	116	98%
On-The-Job Training	107	9%	103	33%
Paid Work Experience	179	15%	181	88%
Unpaid Work Experience	15	1%	15	--
Recruitment and Engagement Services	175	15%	175	92%
Other	74	6%	91	100%
Wraparound Support Services				
Tuition and Fees Assistance	307	26%	496	
Childcare	3	0%	3	
Food Assistance	195	16%	210	
Residential Assistance	12	1%	14	
Stipend	211	18%	225	
Tools, Supplies, Equipment, Uniform, Technology	200	17%	224	
Transportation	110	9%	130	
Other Wrap Around Support	274	23%	286	

Note: Percentages are rounded to one decimal place.

Registered Apprenticeships also offered support services. The most frequently provided services were tuition and fees, utilized by 26 percent of participants, followed by stipends supporting 18 percent, and assistance for tools, supplies, equipment, uniforms, and technology at 17 percent. Additionally, food assistance was provided to 16 percent of participants. Although childcare and rental assistance represented the highest median expenditure per participant, these services were used by very few participants, which highlights the significant financial burden associated with housing and childcare.

Overall, most participants accessed at least one type of support service during their apprenticeship. See Appendix F for wraparound supports by Priority Population.

Table 4.3.4: Registered Apprenticeships Participants Use Wraparound Services, August 2022 – June 2024.

Wraparound Services	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Sum of Dollars Spent on Participants	Median Dollars Spent on Participants
Tuition and Fees Assistance	307	26%	496	\$113,164	\$125
Childcare	*	0%	*	\$1,658	\$829
Food Assistance	195	16%	210	\$20,305	\$82
Residential Assistance	*	1%	*	\$13,503	\$722
Stipend	211	18%	225	\$25,521	\$180
Tools, Supplies, Equipment, Uniform, Technology	200	17%	224	\$64,027	\$210
Transportation	110	9%	130	\$23,615	\$100
Other Wrap Around Support	274	23%	286	\$23,154	\$112

Note: Percentages are rounded to nearest whole place.

*Suppressed to protect participant confidentiality.

Employment Outcomes

Employment outcomes for Future Ready Oregon participants include job placement rates, hours worked, and quarterly earnings. Employment data come from the Oregon Employment Department (OED), which maintains wage and employment information for the majority of the state's workforce, through required reporting by employers for Unemployment Insurance. The HECC and OED match participants with employment and earnings data using their social security numbers.

Approximately 61 percent of all Registered Apprenticeship participants reported their social security numbers. Among these, 824 participants had employment data available from OED, representing 55 percent of the total Registered Apprenticeship participants. The limited availability of social security numbers limits the ability to draw comprehensive conclusions about the employment outcomes of Registered Apprenticeship participants. Nevertheless, we report the outcomes here for the insights they may provide. Note that results are not necessarily generalizable to all Registered Apprenticeship participants.

Job Placement

Job placement is the percentage of individuals who were unemployed in the quarter prior to and at the beginning of their participation in the Registered Apprenticeship program, and who subsequently secured employment after completing the program. This metric is a key indicator of the effectiveness

of workforce development initiatives like Registered Apprenticeships. Among the participants with employment data, 197, or 31 percent, were unemployed at the onset of their program. Of these 197 participants, 90 percent (177) found employment following their participation, and most secured employment within three months. See Appendix H for job placement by Priority Population.

Table 4.3.5: Job Placement among Registered Apprenticeship Participants, by Employment Status.

Count of Participants with Employment Data	Count of Participants Who Might Become Employed	Percent of Participants Who Might Become Employed	Count of Participants Who Found Employment	Percent of Participants Who Found Employment
635	197	31%	177	90%

Note: Percentages are rounded to nearest whole place.

Hours Worked

Participants' earnings are affected not only by the type of job they obtain after completing the apprenticeship or pre-apprenticeship but also by the number of hours they worked. Moreover, full-time employment is a key employment outcome because it tends to carry healthcare benefits. For these reasons, we examine the number of hours participants worked with a focus on full-time status.

Definitions of full-time vary, and we use both an Oregon standard from OED and a federal standard from the 2010 Affordable Care Act (ACA).^{72,73} The Oregon standard is 40 hours of employment per week, and the federal standard is 30 hours per week. Employment data do not include the hours worked in a week, but they do include the hours worked across the entire quarter. We can use this to determine participants' full-time status but note that it likely underestimates the number of participants who worked full-time for only part of the quarter.

Under the Oregon standard of 40 hours per week (or 520 hours per quarter), about one-third of participants were working full time after completing their apprenticeship or pre-apprenticeship program (see Table 4.3.6). This includes both those who were employed at the start of the program and those who were not employed at the start. The results are twice as high using the federal standard of 30 hours per week: more than two-thirds of participants (69 percent) worked full-time.

⁷² <https://www.irs.gov/affordable-care-act/employers/identifying-full-time-employees>

⁷³ <https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=240670>

Table 4.3.6: Percentage of Career Pathways Participants Employed Full-Time after Enrollment in the Program, by Full-Time Definition.

Participants Working Full Time under OR Rules	Percent of Participants Working Full Time under OR Rules	Participants Working Full Time under ACA Rules	Percent of Participants Working Full Time under ACA Rules
204	34%	406	69%

Note: Percentages are rounded to nearest whole place.

The results above show how many participants worked full-time hours, but they tell us little about how close to full-time participants' schedules were. To determine this, we divided the total number of hours participants worked in a quarter by the number of hours in a full-time schedule. The result is a proportion where a value of 1.0 means the employee worked full-time, and a value of 0.5 means they worked half of full-time hours. Using the Oregon full-time standard of 40 hours, the median level of employment for Registered Apprenticeship participants was 0.7 before services and 0.7 after services, or close to full-time (using weighted results).⁷⁴ The proportion did rise slightly after services as shown in Figure 4.3.1 below; both proportions are 0.7 due to rounding. The results equate to about 27 hours per week before services and 30 hours per week after services. We note that this is an average across the weeks; the actual number of hours participants worked in a week is not available, only the total number of hours they worked in a quarter. Participants may have actually worked different numbers of hours in different weeks.

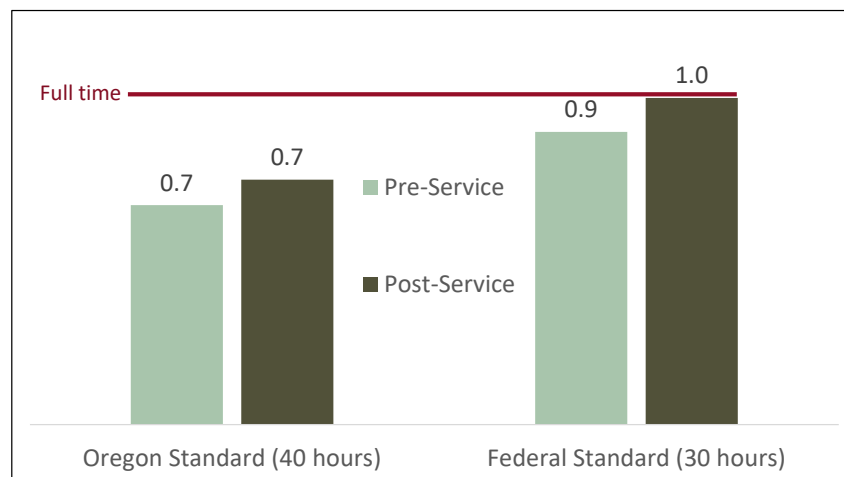


Figure 4.3.1: Median proportion of full-time hours that Registered Apprenticeship participants worked, before and after services, by definition of full-time.

⁷⁴ Figure 4.3.1 uses weighted, analyzed results. The raw, unweighted results are: Median proportion of full-time hours were 0.7 before services, 0.6 during services, and 0.8 after services using the Oregon standard. The median proportion of full-time hours were 0.9 before services, 0.8 during services, and 1.0 after services using the federal standard.

Also in Figure 4.3.1 are the results using the federal standard of full time (30 hours per week). With this definition, the median level of employment of Registered Apprenticeship participants was nearly full time both before services and after services, 0.9 and 1.0, respectively. Under either definition, Registered Apprenticeship participants worked more hours after their participation than before. In the quarter when they were in the (pre-)apprenticeship program, their hours were lower, not surprisingly, at 0.5 of the Oregon full-time standard and 0.7 of the federal standard.

Wages

Participant earnings, as well as any increase in those earnings after a workforce program, are a primary outcome of interest for individuals, the programs, and Future Ready Oregon. Table 4.3.7 presents quarterly wages at the 25th, 50th, and 75th percentiles for Registered Apprenticeship participants before, during, and after they completed their program. The results show that participants in Registered Apprenticeship programs experienced a rise in their quarterly wages of nearly \$2,700 (at the median) after completion of the program. This is an increase of more than 40 percent, compared to their wages before the program. See Appendix J for wages by Priority Population.

Table 4.3.7: Quarterly Earnings of Registered Apprenticeship Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Quarterly Wages				
25 th Percentile	\$3,229	\$2,826	\$4,987	\$1,758
Median (50th Percentile)	\$6,366	\$6,230	\$9,121	\$2,755
75 th Percentile	\$10,063	\$10,401	\$12,969	\$2,906
Analyzed Quarterly Wages				
25 th Percentile	\$3,023	\$2,568	\$4,852	\$1,828
Median (50th Percentile)	\$6,143	\$5,682	\$8,822	\$2,679
75 th Percentile	\$9,926	\$10,272	\$12,663	\$2,736

The total wages earned by participants in a quarter can fluctuate compared to previous quarters because of variations in both the number of hours worked and the hourly wage. Therefore, understanding changes in participants' hourly wages also help assess the impact of the programs. We calculate hourly wages by dividing total quarterly wages earned by total quarterly hours worked. Table 4.3.8 shows hourly wages at the 25th, 50th, and 75th percentiles for participants who completed the (pre-)apprenticeship programs. In conjunction with the rise in median quarterly wages, participants also experienced a notable increase in their median hourly wage of \$4.63 at the median. This impressive growth in median hourly wage demonstrates the effectiveness of the Registered Apprenticeship program in providing workforce training that leads to upward mobility, as well as demonstrating the value of the credentials obtained. Among all Future Ready Oregon programs, participants in the Registered Apprenticeship program have realized the highest wage gains following their workforce training.

Table 4.3.8: Hourly Wages of Registered Apprenticeship Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Hourly Wages				
25 th Percentile	\$14.74	\$16.84	\$18.32	\$3.58
Median (50 th Percentile)	\$17.49	\$19.61	\$22.16	\$4.68
Raw 75 th Percentile	\$21.67	\$23.81	\$27.97	\$6.30
Analyzed Hourly Wages				
25 th Percentile	\$14.60	\$16.20	\$18.03	\$3.43
Median (50 th Percentile)	\$17.25	\$19.25	\$21.88	\$4.63
75 th Percentile	\$21.43	\$23.42	\$27.55	\$6.11

While these employment outcomes are promising, we note again the limitations of the data underlying these results. The absence of social security numbers for almost half of participants creates imperfections in the findings, as they may not accurately represent all Registered Apprenticeship participants.

Conclusion

The Future Ready Oregon-funded Registered Apprenticeship program has facilitated an increase in apprenticeship participation but its overall impact has been mixed. BOLI reported that while significant progress was made in supporting Priority Populations entering specific occupations, and the representation of Priority Populations among participants support this. Employment outcomes are limited by insufficient reporting of social security numbers but are very strong for those where information is available. Wage gains for those completing the programs are the highest among Future Ready Oregon programs.

At the same time, challenges in the program arose that provide valuable insights into the capacity of the apprenticeship model to effectively train individuals for in-demand occupations on a short-term basis. The constraints of one-time funding necessitated rapid program launches, which hindered the capacity for thorough development and sustainability of the programs, ultimately leading BOLI to rewrite grant terms and processes. As a result, very few of those in newly established pre-apprenticeship programs (one-third of the grants) continued into apprenticeship programs. The timeline also conflicted with the need to build out agency capacity to manage an expanding apprenticeship system and ensure that programs do not solely rely on temporary funding sources. The experience also highlighted the importance of planning for staffing resources to meet regulatory compliance needs and the necessity of adopting clear policies and procedures to optimize the use of public funds. (See Appendix L.) Therefore, the main lesson learned from this investment is that the length of time it take pre-apprenticeships and registered apprenticeships to be fully functional does not lend itself to short-term, limited duration funding structures. To maximize the impact of this investment, it is evident that the funding must extend beyond two years to ensure effective program execution and sustainable outcomes.

YOUTH PROGRAMS

Youth Development Oregon (YDO) administers the \$10.5 million Future Ready Oregon Youth Programs, an initiative dedicated to enhancing workforce readiness and reengagement services for disconnected youth who are out of school and/or unemployed. With a strong history of programming that aligns closely with the goals of the Future Ready Oregon Youth Programs, YDO manages grant programs that specifically support community-based workforce readiness for disconnected youth aged 14 to 24. By leveraging this existing infrastructure, the initiative fosters innovation and measurable outcomes in the short term, building on well-established grantmaking practices. The Future Ready Oregon investment strengthens YDO's existing programs by funding essential initiatives, including outreach efforts, academic reengagement, high school diploma and GED completion, mentoring and coaching, career exploration, development of essential employability skills, paid work experiences, job placement assistance, and industry-recognized credentialing.

As detailed in the [first three Future Ready Oregon reports](#), YDO conducted two rounds of requests for applications for the Future Ready Oregon Youth Programs, allocating \$3.5 million in General Funds (to be spent by June 30, 2023) and \$7 million in federal American Recovery Plan Act (ARPA) funds (to be utilized by June 30, 2025). YDO implemented extensive outreach to Tribal Nations, local governments, educational institutions, and community organizations to engage priority youth populations. YDO awarded grants to 55 organizations across the two rounds of funding.

Future Ready Oregon annual reporting requirements for the Higher Education Coordinating Commission (HECC) include providing information on the number of individuals by Priority Population who registered for and completed one of the Youth Programs; on any new or expanded paid work experiences, workforce readiness training, or job placement services developed; and job placement rates and other employment outcomes of those in Youth Programs, by Priority Population (SB 1545, 2022).

Participants

YDO reports that the data collection needed to complete the legislation's reporting requirements was a significant challenge, even though they gained valuable insights about the youth they serve from the data related to Priority Populations. YDO has had a longstanding priority on equity and on reaching underserved communities, but earlier collections did not enable it to identify the reach of their programs.

To date, Youth Programs have provided services to 3,970 youth participants, marking a 57 percent increase from the previous year. The number of youth served by each grant varies significantly based on the specific services participants require and the braided funding strategies employed by some grantees, but YDO reports that these funds have allowed grantees to serve more youth.

The program has successfully reached youth throughout the state, with 40 percent of those served residing in rural or frontier areas. Communities of Color account for 50 percent of participants who reported a racial or ethnic identity, with a slightly higher representation of men/boys (59 percent) compared to women/girls (46 percent). Additionally, 13 percent of participants identify as persons

with disabilities, and 12 percent identify as members of the LGBTQ+ community. Consistent with the program's core mission, a significant majority of participants (91 percent) are aged 24 or younger (see Table 4.4.1 below). Virtually all participants are from low-income backgrounds.

Table 4.4.1. Number and Percent of Population Served by Youth Programs Funded Services and Programs, August 2022 through June 2025.

Priority Population	Number Served	Percent
By Race		
Asian American/Asian	64	2%
Black/African American	249	7%
Native American/Alaska Native	158	4%
Native Hawaiian/Pacific Islander	31	1%
Latino/a/x /Hispanic	703	20%
Two or More Races	606	17%
White	1,780	50%
By Gender		
Women	1,683	46%
Men	1,811	49%
Non-Binary	178	5%
By Age		
Ages 24 and Younger	3,551	91%
Ages 25-39	332	9%
Ages 40 and Older	18	0%
By Geography		
Frontier	132	4%
Rural	1,381	36%
Urban	2,299	60%
By Other Populations		
Persons Incarcerated or Formerly Incarcerated	262	7%
Federally Recognized Tribal Member	165	4%
Veteran	*	--
Person with a Disability	533	13%
Person Identifies with LGBTQIA+ Community	457	12%

*Groups less than 10 suppressed to protect confidentiality.

When comparing the characteristics of Youth Programs participants to Oregon's overall labor force, some notable differences arise. Among those who report their racial/ethnic identity, the program has served relatively larger percentages of Latino/a/x/Hispanic (20 percent compared to 15 percent), Black/African American (seven percent versus two percent), and Native American/Alaska Native (four percent versus one percent) individuals than their representation in Oregon's workforce. White individuals constitute 50 percent of Youth Programs participants but 70 percent of Oregon's labor force. Together, these differences highlight greater racial/ethnic diversity within the program.

However, Oregon's overall labor force is significantly older than the participants in Youth Programs, and the racial/ethnic composition of the state varies by age.

Services

The 55 grantees in Youth Programs offered a variety of services to participants. Early career skills training is the most common service, with over a third of all participants (36 percent) benefiting from this service to improve their essential employability skills. Other commonly utilized services include workforce development training (26 percent), career coaching (20 percent), and paid work experience (19 percent).

More than nine in ten participants (92 percent) successfully completed the services offered by the programs, although completion rates varied among different service types. The most frequently completed services included recruitment and engagement, early career skills training, job placement services, general career exploration, and career coaching. Conversely, workforce development training recorded the lowest completion rate. (See Appendix E for service utilization by Priority Population.)

Table 4.4.2 Youth Programs Service Utilization and Completion, August 2022 – June 2024.

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Services Completion Rate
Workforce Development Trainings				
Career Coaching	757	20%	1,430	95%
Workforce Development Training	1,015	26%	1,303	72%
General Career Exploration	417	11%	559	96%
Job Placement Services	346	9%	395	97%
Early Career Skills	1,397	36%	1,980	98%
On-The-Job Training	58	2%	75	100%
Paid Work Experience	727	19%	881	91%
Unpaid Work Experience	164	4%	196	91%
Recruitment and Engagement Services	242	6%	403	99%
Other	241	6%	707	100%
Wraparound Support Services				
Tuition and Fees Assistance	129	3%	166	
Childcare	15	0%	20	
Food Assistance	93	2%	108	
Residential Assistance	34	1%	65	
Stipend	272	7%	384	
Tools, Supplies, Equipment, Uniform, Technology	176	5%	330	
Transportation	225	6%	375	
Other Wrap Around Support	142	4%	345	

YDO reported that expenditure reports from grantees reflected substantial levels of support services; however, the participant-level data shows that these services were provided to only two percent of youth participants. Among the types of provided assistance shown in the data, the most frequently utilized were stipends; transportation; tools, supplies, equipment, uniforms, and technology; and tuition and fees. (For details on support services by Priority Population, please refer to Appendix F.)

Table 4.4.3: Youth Programs Participants Use Support Services, March 2022 – June 2024.

Support Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Sum of Dollars Spent on Participants	Median Dollars Spent on Participants
Tuition and Fees Assistance	129	3%	166	\$45,174	\$176
Childcare	15	0%	20	\$3,117	\$80
Food Assistance	93	2%	108	\$8,538	\$75
Residential Assistance	34	1%	65	\$56,197	\$674
Stipend	272	7%	384	\$183,203	\$250
Tools, Supplies, Equipment, Uniform, Technology	176	5%	330	\$73,850	\$129
Transportation	225	6%	375	\$64,499	\$100
Other Wrap Around Support	142	4%	345	\$121,481	\$50

Note: Percentages are rounded to nearest whole place.

YDO reports the availability of Future Ready Oregon funds to stabilize youth housing and ensure food security has enabled grantees to provide a broader range of wraparound services. These support services, along with education, training, coaching, and other support tailored to each individual, met youth where they were. This approach emphasizes assisting youth in identifying and achieving their educational and career objectives, including facilitating access to postsecondary education and training opportunities, whether or not participants used the support.

Employment Outcomes

Future Ready Oregon participants' employment outcomes include job placement rates, hours worked, and wages. The employment data come from the Oregon Employment Department (OED), which maintains wage and salary records for the vast majority of employees in the state, collected through mandatory Unemployment Insurance reporting by employers. We connect participants' information with OED employment and earnings data with social security numbers. However, only 22 percent of Youth Programs participants (N=877) reported their social security numbers, and of those, we have employment data for only 769 individuals, representing only 19 percent of Youth Programs participants.⁷⁵ This limited data availability imposes significant limitations on the conclusions that can be drawn about the employment outcomes of Youth Program participants, because the percentage of participants is too small to be generalizable.

⁷⁵ Also as noted previously, we also draw on OED's ability to match individuals with name and birthdate when social security number is not available. Few individuals are matched this way, but those who are matched are included in the employment outcomes reported here.

Job Placement

Job placement is defined as the percentage of individuals who were unemployed in the quarter prior to and at the beginning of their participation in the Future Ready Oregon Youth Programs and subsequently secured employment after completing the program. Among the participants who were not employed at the start of their program (N=248), 86 percent successfully found employment following their participation. The median time to finding a job was within the first quarter after services. See Appendix H for job placement by Priority Population.

Table 4.4.4: Job Placement among Youth Program Participants, by Employment Status.

Count of Participants with Employment Data	Count of Participants Who Might Become Employed	Percent of Participants Who Might Become Employed	Count of Participants Who Found Employment	Percent of Participants Who Found Employment
769	248	32%	213	86%

Hours Worked

The number of hours worked by participants is a key factor in determining the wages earned in a quarter, and full-time employment can be an indicator of the availability of healthcare benefits. Full-time definitions vary, and we use two different standards, one from OED that defines full-time as 40 hours per week and one from the 2010 federal Affordable Care Act (ACA) that defines it as 30 hours per week.^{76,77} Employment data show the total hours worked over a quarter, not the hours by week, and we use this to identify who worked full-time for the duration of the quarter. Because the data do not show hours worked per week, the results do not account for participants who worked full-time for part of the quarter.

The results indicate that the majority of Youth Program participants who reported their social security numbers worked part-time (see Table 4.4.5 below). Thirteen percent of Youth Programs participants worked an average of 40 hours per week over the quarter (the Oregon definition), and 31 percent worked an average of 30 hours per week over the quarter. While this may seem low, many Youth Programs participants are likely still in school and many are still dependent on adults.

Table 4.4.5: Job Placement among Youth Programs Participants, by Employment Status.

Participants Working Full Time under OR Rules	Percent of Participants Working Full Time under OR Rules	Participants Working Full Time under ACA Rules	Percent of Participants Working Full Time under ACA Rules
76	13%	187	31%

⁷⁶ <https://www.irs.gov/affordable-care-act/employers/identifying-full-time-employees>

⁷⁷ <https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=240670>

While the results above show how many of the participants with employment data worked full-time, they do not show how close to full-time participants worked. This insight comes from comparing the total number of hours participants worked in a quarter to the number of quarter hours in a full-time schedule. This metric is a proportion, where a value of 1.0 means the employee worked full-time, while a value of 0.5 means they worked half of full-time hours. We found that the median level of employment for Youth Program participants with employment data was 0.3 before services and 0.4 after services (using weighted results, see Figure X below).⁷⁸ This equates to about 13 hours per week before services and about 15 hours per week after services, on average. However, recall that the actual number of hours youth worked each week is not available, only the total number of hours they worked in a quarter is available. Participants may have worked very different numbers of hours in different weeks.

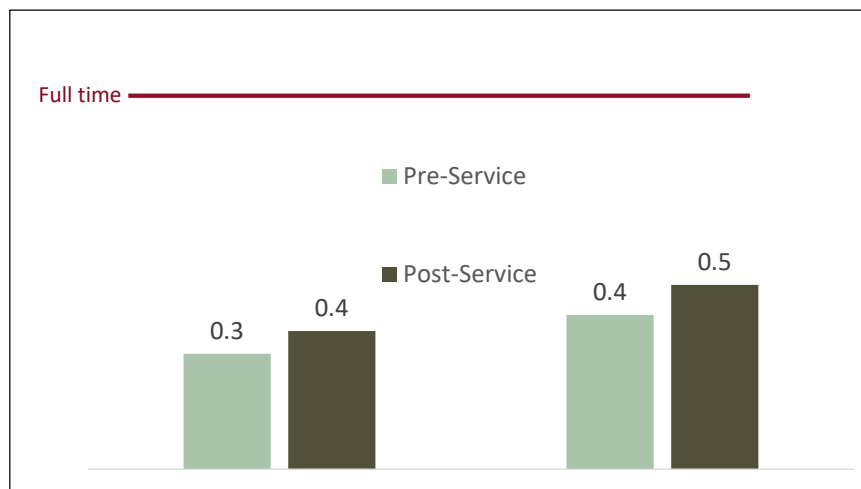


Figure 4.4.1: Median proportion of full-time hours that Youth Programs participants worked, before and after services, by definition of full-time.

The federal standard of full time is fewer hours per week (30), and with this definition, the median level of employment among Youth Programs participants was 0.4 before services and 0.5 after services. Together, the results suggest that Youth Programs participants worked more after their participation than before. The increase suggests that the program effectively supported participants in expanding their working hours and economic engagement, while also allowing them to retain the time necessary for their educational commitments. In addition, during the time of their services, participants' hours were slightly lower (still 0.3 of the Oregon full-time standard due to rounding and at 0.4 of the federal standard), which is not surprising given the time commitment of the services.

⁷⁸ Figure 4.4.1 uses weighted, analyzed results. The raw, unweighted results are: Median proportion of full-time hours were 0.3 before services, 0.3 during services, and 0.4 after services using the Oregon standard. The median proportion of full-time hours were 0.5 before services, 0.4 during services, and 0.5 after services using the federal standard.

Finally, note that these results are only representative of the 19 percent of participants for whom we have employment data.

Wages

Participants' wages, as well as any increase in those wages after services, are a key outcome of workforce development for individuals and the programs serving them. Table 4.4.6 shows total wages for the quarter for the Youth Programs participants for whom we have employment data. It shows wages before receiving Future Ready Oregon services, during those services, and after participants completed their program, at the 25th, 50th, and 75th percentiles. The results show that Youth Program participants experienced a median quarterly wage increase of \$877 following their involvement in the program. This amounts to a 33 percent increase in wages for these participants, compared to their wages before services. See Appendix J for wages by Priority Population.

Table 4.4.6: Quarterly Earnings of Youth Programs Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Quarterly Wages				
25 th Percentile	\$1,281	\$1,098	\$1,877	\$596
Median (50 th Percentile)	\$2,893	\$2,764	\$3,909	\$1,016
75 th Percentile	\$5,325	\$4,888	\$6,970	\$1,645
Analyzed Quarterly Wages				
25 th Percentile	\$1,159	\$1,017	\$1,617	\$458
Median (50th Percentile)	\$2,629	\$2,312	\$3,506	\$877
75 th Percentile	\$4,968	\$4,379	\$6,382	\$1,414

The hourly wage is calculated by dividing the total wages earned in a quarter by the total hours worked in a quarter. In addition to the increase in quarterly wages, these participants saw a median hourly wage increase of \$1.69 per hour after completing their program.

Table 4.4.7: Hourly Earnings of Youth Programs Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Hourly Wages				
25 th Percentile	\$13.76	\$14.94	\$15.50	\$1.74
Median (50th Percentile)	\$15.52	\$16.23	\$17.52	\$2.00
75 th Percentile	\$18.31	\$18.99	\$20.42	\$2.12
Analyzed Hourly Wages				
25 th Percentile	\$13.73	\$14.58	\$15.24	\$1.52
Median (50th Percentile)	\$15.35	\$15.95	\$17.05	\$1.69
75 th Percentile	\$18.00	\$18.42	\$19.92	\$1.93

These positive employment outcomes are encouraging, but it is important to recognize the limitations of the data. The absence of social security numbers and employment data for 81 percent of participants leads to incomplete information that cannot be generalized to all participants. As a result, the current outcomes, although valuable, may not reflect the experiences of other Youth Program participants.

Conclusion

In summary, the Future Ready Oregon Youth Programs have served 3,970 young people across the state by June 30, 2025, demonstrating a commitment to equity, inclusivity, and workforce readiness. The program boasts a diverse participant base, with higher-than-average representation of underserved groups, including Black/African American, multi-racial, and Native American/Alaska Native individuals, as well as persons with disabilities and residents from rural areas, compared to Oregon's overall labor force. Key components of the program, such as early career skills training, career coaching, and paid work experience, have shown high completion rates. Employment outcomes are positive and promising but only available for 19 percent of participants, making them not generalizable to all.

CREDIT FOR PRIOR LEARNING

In 2022, the Future Ready Oregon legislation (SB 1545) provided \$10 million to the Higher Education Coordinating Commission (HECC) to administer the Future Ready Oregon Credit for Prior Learning (CPL) grant program. This initiative aims to increase the number of students, particularly from Priority Populations,⁷⁹ who can take advantage of CPL and expand the overall number of credits awarded.

Credit for prior learning allows students to receive college and university credits for knowledge gained outside of conventional educational settings or from institutions in other countries. In Oregon, credit for prior learning is defined by ORS 350.110 as the "knowledge and skills acquired through work and life experiences, military training, and both formal and informal education and training from higher education institutions in the United States and internationally."

The Future Ready Oregon legislation includes a grant program that supports community colleges and public universities in creating more opportunities for students, especially those from Priority Populations, to earn academic credit for skills or experiences obtained outside traditional U.S. higher education settings. This credit is intended to contribute towards certificates or credentials that facilitate employment or career growth. In implementing the grant program, the HECC is required to collaborate with employers and industry associations to establish consistent standards for evaluating a student's technical skills and competencies to determine eligibility for certification or credentials recognized in specific industries.

Before the implementation of Future Ready Oregon, Oregon Legislative Assembly passed House Bill (HB) 4059 in 2012 (ORS 350.110), which instructed the HECC to work with public universities and community colleges to enhance the awarding of Credit for Prior Learning in support of postsecondary credentials. The objectives of the bill were to increase both the diversity and number of high-quality academic credits awarded as credit for prior learning, establish clear guidelines and processes for granting these credits, improve program execution, boost institutional expertise in credit for prior learning, create articulation agreements as necessary, and define and monitor progress metrics.

The outcomes of this legislation were mixed, with some institutions reporting an increase in Credit for Prior Learning awards while others did not, and still others remained unclear about their progress. Many institutions struggled with resource limitations that affected their ability to fulfill HB 4059's (2012) requirements. For instance, few community colleges succeeded in meeting the data tracking requirements because of ambiguous awarding processes and inadequate technical resources.

Credit for prior learning received renewed focus following the establishment of Oregon's Adult Attainment Goal in 2018. A key strategy to assist adults in earning postsecondary credentials was to create opportunities for them to gain college credit from previously acquired learning. The Adult

⁷⁹ Priority Populations include communities of color, women, low-income communities, rural and frontier communities, Veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon's nine federally recognized Indian Tribes, individuals who disproportionately experience discrimination in employment based on age, and individuals who identify as members of the LGBTQ+ community.

Learning Advisory Committee specifically recommended funding for the Credit for Prior Learning initiative as one of eight strategies aimed at enhancing educational attainment among Oregonians aged 25 and older.⁸⁰

To further the aim of increasing postsecondary credentials among Oregonians, the Future Ready Oregon legislation allocated one-time funding to improve credit for prior learning procedures and broaden opportunities within the state's public postsecondary educational institutions. These funds were intended for institutions to establish assessment criteria for awarding credit, train staff on these standards, and engage in outreach efforts focused on Priority Populations. See implementation details in the first three Future Ready Oregon annual reports. The remainder of this section describes the number of students earning credit and the types of credit earned at Oregon's community colleges and public universities and compares these between those institutions who received CPL grant and those who did not.

Community Colleges

Most community colleges have faced significant challenges in collecting and reporting data on credit for prior learning since the initial legislation in 2012. Clackamas Community College, which invested significant resources in the process, was the only exception. Future Ready Oregon revitalized focus on credit for prior learning and led to the reconvening of a statewide committee to evaluate and enhance these processes. As a result, this year marks a significant milestone for credit for prior learning at the community colleges, as all of the state's 17 community colleges submitted data for the first time (though Clatsop Community College reported no program for the 2024-25 academic year and therefore reported no data).⁸¹

All of Oregon's community colleges now have a consistent approach to collecting data on their activities. While this progress may appear straightforward, it is the result of the renewed attention from Future Ready Oregon and of significant work and cooperation among the colleges. In the coming years, we will assess whether the increase in Credit for Prior Learning offerings has translated into a rise in the number of awarded credentials.

As with any inaugural statewide data collection, there may be gaps and reporting errors, so the findings this year should be interpreted with caution. While the dataset will need refinement over the next few years to enhance its reliability, it lays the foundation for tracking the program's reach and outcomes in the future.

Fourteen of Oregon's 17 community colleges applied for and received the Future Ready Oregon Credit for Prior Learning grant. Table 4.5.1 outlines the data submission from these colleges for the 2023-24 and 2024-25 academic years. Among the 14 community colleges that received the grant,

⁸⁰ <https://www.oregon.gov/highered/public-engagement/Documents/Commission/Full-Commission/2021/Oct%206%20and%207/11.5%20Adult%20Learner%20Advisory%20Committee%20Report%20Staff%20Summary,%20Presentation,%20Final%20Report.pdf>

⁸¹ Clatsop Community College reported that it did not operate a credit-for-prior-learning program for the 2024–25 academic year, so there was no data to report.

eight either did not submit any data or provided very limited information in 2023-24. Furthermore, two of the three community colleges that did not receive the grant also failed to submit any data on Credit for Prior Learning. However, for the 2024-25 year, all colleges reported data that had an operational CPL program, regardless of whether they received the Future Ready Oregon grant.

Table 4.5.1: Oregon Community Colleges' Credit for Prior Learning Data Submission, by Future Ready Oregon Grant Status and Year

Community College	Submitted CPL Data 2023-24	Submitted CPL Data 2024-25
Received Future Ready Oregon CPL Investment		
Blue Mountain Community College	Yes	Yes
Central Oregon Community College	Yes	Yes
Chemeketa Community College	Yes—Limited	Yes
Clackamas Community College	Yes	Yes
Clatsop Community College	No	No
Columbia Gorge Community College	Yes—Limited	Yes
Klamath Community College	Yes	Yes
Lane Community College	No	Yes
Linn-Benton Community College	Yes—Limited	Yes
Oregon Coast Community College	No	Yes
Portland Community College	Yes	Yes
Southwestern Oregon Community College	Yes	Yes
Tillamook Bay Community College	No	Yes
Umpqua Community College	Yes—Limited	Yes
Didn't Receive Future Ready Oregon CPL Investment		
Mt. Hood Community College	No	Yes
Rogue Community College	Yes	Yes
Treasure Valley Community College	No	Yes

In the 2024–25 academic year, 1,750 students across 16 of Oregon’s 17 community colleges were awarded credit for prior learning. This accounts for just over one percent of all for-credit enrollments. Almost nine in ten community college students who earned credit for prior learning did so at one of the community colleges who received a grant. Since this is the first year that most colleges reported data, it is not possible to establish a trend compared to previous years. The count represents only those students who were granted credit; no data was collected on individuals who applied but did not receive credit.

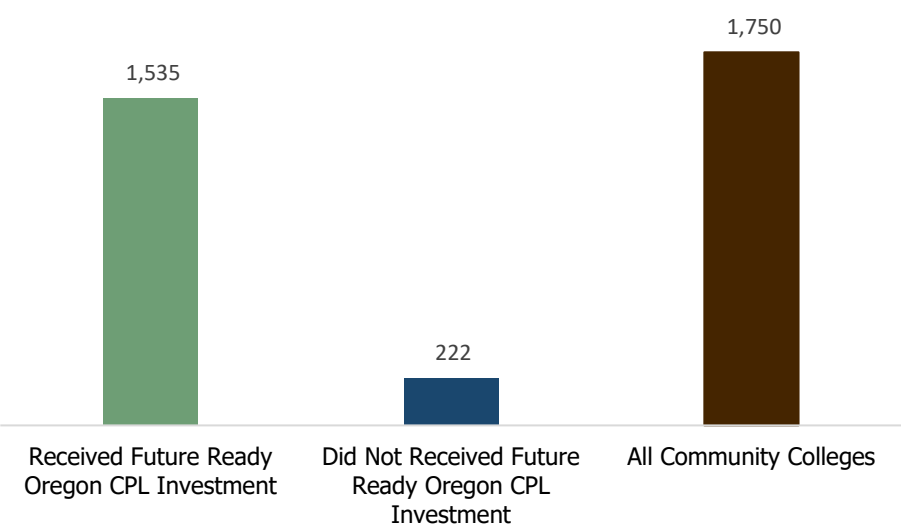


Figure 4.5.1: Number of Community College Students Awarded Credit for Prior Learning, Receipt of Grant, 2024-25.

The 1,750 students who received credit for prior learning were awarded a total of 33,743 credits, which means that each student earned an average of 19.3 credits in the 2024-25 academic year. See Table 4.5.2. As long as these credits were earned applied to the requirements for the students' intended certificates or degrees, their time to completion would be shortened by more than one academic quarter compared to students who did not have prior-learning credits. In addition, students at colleges that received the grant earned an average of 20.2 credits each, compared to 12.1 credits earned on average by students at institutions that did not receive the grant. Finally, there was considerable variation in the average number of credits awarded, with figures ranging from 0 to 44.4 credits at Oregon Coast Community College (see Table 4.5.2).

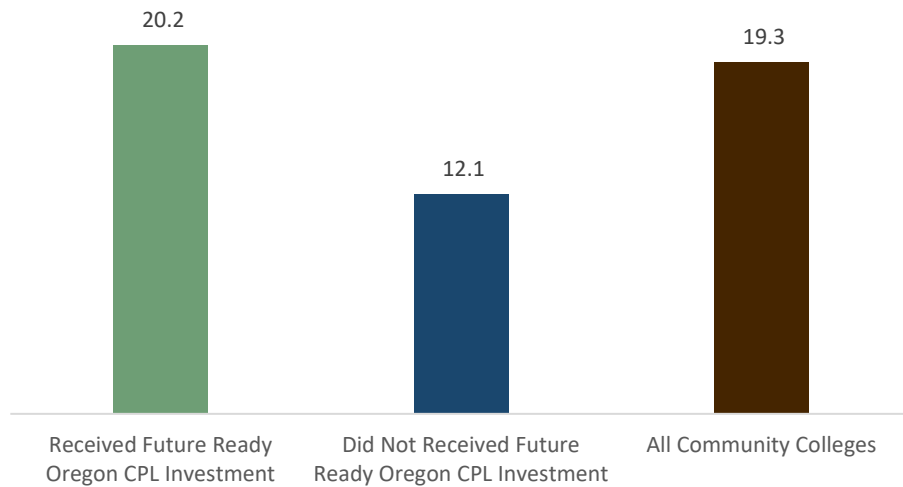


Figure 4.5.2: Average Number of Credits Earned per Community College CPL Student, 2024-25.

In the 2024–25 academic year, the percentage of community college students earning credit for prior learning varied, ranging from 0 percent to 7 percent. See Table 4.5.2. Among students attending colleges with the grant, 1.5 percent earned credit for prior learning, compared to one percent at institutions that did not receive the investment. As this data collection becomes more consistent, reporting will identify emerging trends and best practices across institutions. This will allow us to share successful strategies and learn from each other to further enhance the implementation of CPL. See Appendix M for the number of CPL students and credits by community college.

Table 4.5.2: Average CPL Credits Earned per CPL Student and Percent of Students who Earned CPL by Community College

Colleges	Average CPL Credits Earned per CPL Student	Percent of All Students who Earned CPL
Received Future Ready Oregon CPL Investment	20.2	1.5%
Blue Mountain Community College	8.6	1%
Central Oregon Community College	29.3	7%
Chemeketa Community College	12.2	1%
Clackamas Community College	21.8	2%
Clatsop Community College	0	0%
Columbia Gorge Community College	13.4	3%
Klamath Community College	16.8	1%
Lane Community College	6.5	0%
Linn Benton Community College	12.5	1%
Mt Hood Community College	12.7	1%
Oregon Coast Community College	44.4	5%
Portland Community College	11.7	1%
Rogue Community College	10.9	1%
Southwestern Community College	6.4	2%
Tillamook Bay Community College	4.0	0%
Umpqua Community College	11.8	2%
Didn't Receive Future Ready Oregon CPL Investment	12.1	1.0%
Mt Hood Community College	12.7	1%
Rogue Community College	10.9	1%
Treasure Valley Community College	10.0	0%

In the 2024-25 academic year, the largest share of credit for prior learning among colleges that received the grant was categorized as "Other," accounting for 43 percent. Nine colleges reported more credits for prior learning in this category than in any other category. Military experience represented the second largest share, making up 31 percent of the total. Credits earned for learning that occurred in high school—primarily through Advanced Placement (AP) and International Baccalaureate (IB) programs—constituted 23 percent of the CPL credits awarded. Among colleges that did not pursue the grant, the most common method for earning credits for prior learning was through AP testing. As data collection improves, we anticipate a reduction in the "Other" category as colleges begin to classify credit for prior learning more accurately. See Appendix M for the trend of students who were reported as earning credits for prior learning at Oregon's community colleges during the prior years of inconsistent reporting.

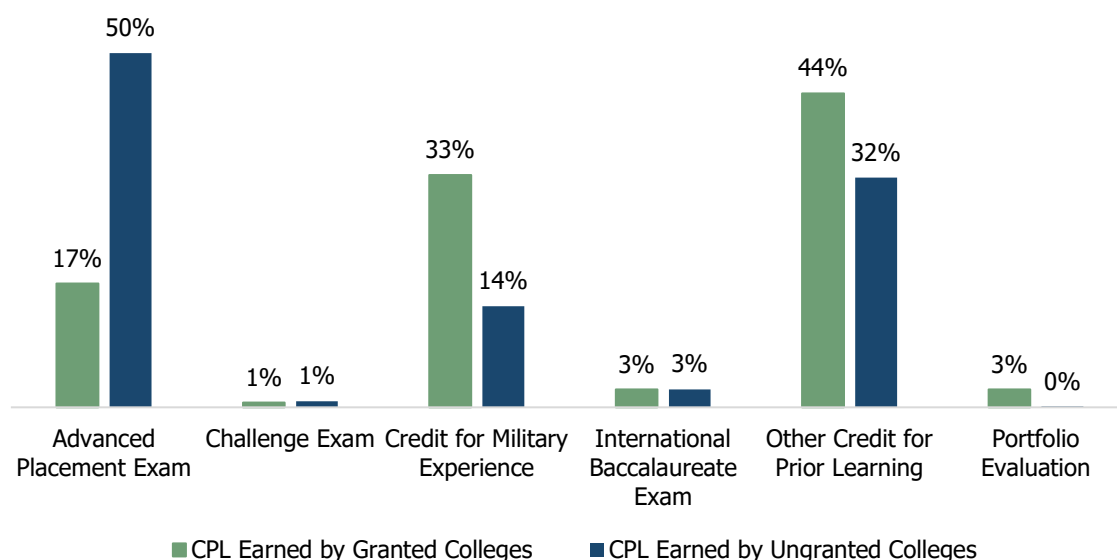


Figure 4.5.3: Percent of Community College Students Awarded Credit for Prior Learning by Colleges who Received the Grant and Those who Did Not Receive Grant.

In the 2024–25 academic year, the students with credit for prior learning at colleges with the grant had different characteristics than those at colleges without the grant. At the colleges with the grant, the students were notably older and predominantly men when compared to all other for-credit students. The older ages of students with credit for prior learning has several important implications. CPL is designed to promote equity by acknowledging the diverse life and work experiences that help shorten the path to credentials for groups historically facing barriers to postsecondary education, and older students fall into this category. Secondly, CPL can help reduce college costs and debt while facilitating earlier entry into the labor market, thus enhancing economic mobility. Finally, institutions should ensure that credit for prior learning pathways align with degree requirements, provide clear advising, and track outcomes—such as retention, completion, and employment—to validate that credit for prior learning leads to lasting credential and labor-market benefits for equity-Priority Populations.

Colleges that did not receive the CPL investment more often awarded credit for prior learning to younger students on average. Half of the awarded credits for prior learning were from AP, which reflect learnings that occur in high school. Students with credit for prior learning are more similar to all for-credit students on other characteristics, particularly race/ethnicity. However, there is a higher percentage of students of color among CPL students than in the labor force. Additionally, there are more men than women in both the labor force and among CPL students at colleges that received the investment, making them more representative of gender in the labor market compared to the overall community college student population.

Table 4.5.3: Percent of Students Who Earned CPL and Percent of All Credit Students by Race, Age, Sex, and Low Income, 2024-25.

	CPL Students at Colleges who Received Future Ready Oregon CPL Investment	CPL Students at Colleges who did NOT Receive Future Ready Oregon CPL Investment	All Credit Students*
Race			
Black/African American	2%	4%	3%
Asian American/Asian	2%	4%	5%
Latino/a/x	30%	26%	22%
Native American/Alaska Native	1%	2%	1%
Pacific Islander/Native Hawaiian	*	1%	1%
Two or More Races	4%	4%	6%
White	61%	59%	62%
Age			
Ages 16-24	57%	65%	65%
Ages 25 and older	43%	35%	35%
Sex			
Women	45%	44%	53%
Men	55%	53%	46%
Nonbinary	<1%	4%	<1%
Low Income			
Awarded Pell Grant	28%	36%	26%
Not Awarded Pell Grant	72%	64%	74%

*The distribution of all community colleges is based on 2023-24 because 2024-25 final data are not finalized. Demographics do not shift significantly between one year to the next year.

In summary, the recent developments in Oregon's community colleges regarding CPL reflect significant progress and challenges, particularly in evaluating the effectiveness of the investment. In the 2024-25 academic year, 16 out of 17 community colleges submitted data for the first time, and the seventeenth had no data to report. This marks a notable milestone in CPL efforts. The Future Ready Oregon investment appears to have had a positive impact, as colleges that received funding demonstrated higher average credits for prior learning awarded, with some institutions effectively reducing the time to degree completion. Additionally, the investment spurred the establishment of a consistent data collection process, which is crucial for tracking outcomes and ensuring CPL pathways align with degree requirements.

However, disparities in credit distribution remain, particularly in the "Other" category, indicating that there is still work to be done in precisely categorizing and evaluating CPL. As data collection improves, it will be important to identify trends and share best practices to enhance the implementation of CPL at the colleges further. Overall, the investment has shown effectiveness in advancing CPL initiatives, but continued efforts are necessary to refine data classification and improve outcomes for equity-Priority Populations.

Public Universities

Five public universities in Oregon received the Future Ready Oregon Credit for Prior Learning grants: Eastern Oregon University, Oregon Institute of Technology, Portland State University, Southern Oregon University, and Western Oregon University. Oregon State University and the University of Oregon did not submit applications for these funds. In total, there were almost 8,000 students who earned credit for prior learning at Oregon's public universities in 2024-25. More than 99 percent of the students who earned credits for prior learning since the 2022-23 investment year were undergraduate students. In the 2024-25 academic year, a total of 27 graduate-level students (less than one percent) were awarded credit for prior learning.

Over the past eleven years, the number of students earning credits for prior learning at Oregon's public universities has gradually increased since the original CPL legislation was enacted in 2012. However, the number of students earning credits for prior learning at the universities that received the Future Ready Oregon grants saw a two percent decline from the 2022-23 to the 2023-24 academic year and a slight increase from 2023-24 to 2024-25. In contrast, both Oregon State University and the University of Oregon, which were eligible but did not apply for the grants, experienced an 11 percent increase in the number of students earning credits for prior learning from 2022-23 to 2024-25. (See Appendix M for trend information regarding students who earned CPL the number of CPL credits were awarded.)

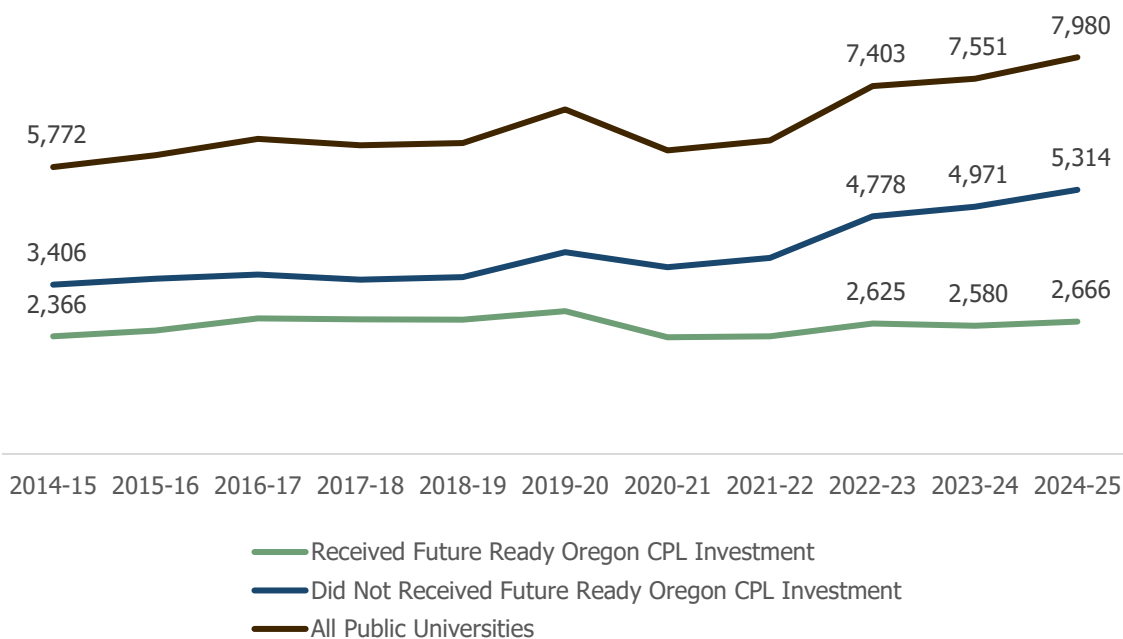


Figure 4.5.4: Number of Students who Earned CPL in Oregon's Public Universities.

We found similar unexpected results for average credits earned for prior learning per student. Those who attended universities that received the award showed a slight decline. Following the investment in 2022-23, there was a noticeable decrease of nearly five credits earned per CPL student. Conversely,

universities without the grant show a slight increase in credits for prior learning per student since 2022-23. In both number of students earning credit for prior learning and in number of credits earned, the results are contrary to expectations. See Appendix M for the number of CPL students and credits by public university.

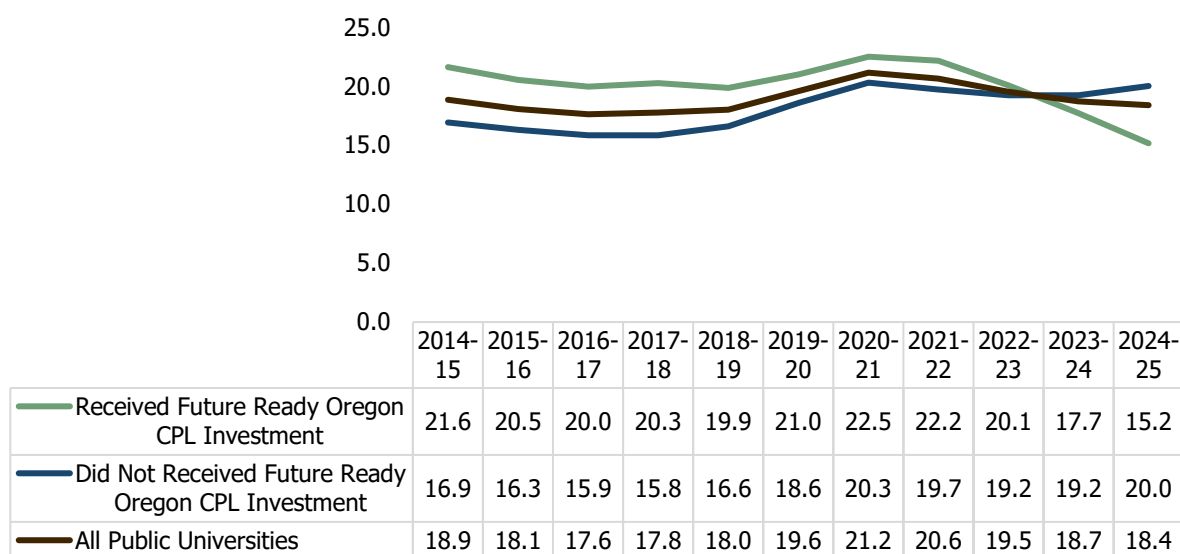


Figure 4.5.5: Annual Percent Change from Previous Year in Number of Public University Students Earning CPL by Future Ready Oregon Investment.

The reasons for these unexpected findings lie in enrollment trends at the two groups of universities. Together, those with the grant have seen slight declines in enrollment over the past few years, while those without the grant have seen enrollment increase. The trends in the number of students earning credit for prior learning mirror these enrollment trends. We control for the differences in enrollment by examining the percentage of students who earned credits for prior learning, rather than the number of students. Figure 4.5.6 shows the percentage of new students each year who were awarded credit for prior learning (most is awarded during the time a student first enrolls). At both the universities with the grant and those without, there were slight increases in the percentage of students earning credit for prior learning.

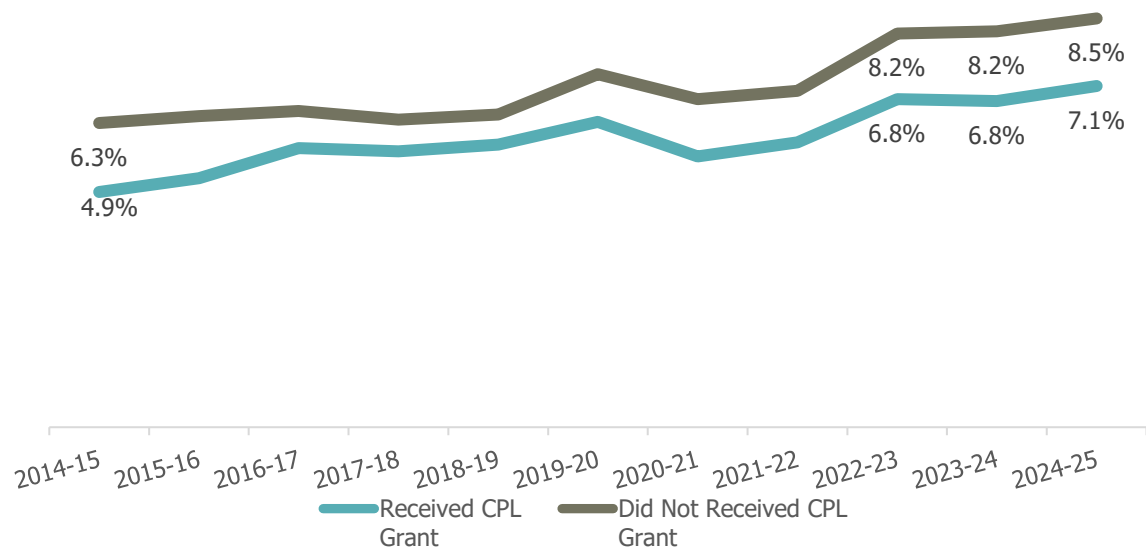


Figure 4.5.6: Percent of New Students who Were Awarded Credit for Prior Learning, 2014-15 through 2024-25.

The types of credit awarded varied across the two groups. Universities that received the Future Ready Oregon grant awarded a broader range of types of CPL. Among these universities, nearly 80 percent of the credits for prior learning awarded over the six-year period were granted through various methods: AP (23 percent in 2024-25), other advanced credit (51 percent in 2024-25), university-offered exams (8 percent in 2024-25), and the College-Level Examination Program (CLEP, 5 percent). Among public universities, regardless of whether they received the Future Ready Oregon CPL investment, very few students earned credits for prior learning for military experience. In contrast, a significant majority of students (85 percent) earning credits for prior learning from institutions without grant funding earned credit primarily through AP tests. See Table 4.5.6. As previously noted, many of Oregon’s public universities that received grant funding explored different approaches to offering CPL. However, the methods used to award credits for prior learning did not change significantly between the 2022-23 and 2024-25 academic years for either the institutions that received grant funding or those that did not.

Table 4.5.4: Percent of Public University Credits Awarded by Type of CPL.

Strategies to Award CPL	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Received Future Ready Oregon CPL Investment							
Other Advanced Credit	38%	37%	41%	48%	49%	51%	50%
AP	32%	29%	26%	20%	22%	23%	23%
Exam offered by the university	10%	8%	9%	10%	9%	8%	8%
College Level Examination Program enables students to earn college credit for introductory-level courses by achieving satisfactory scores on subject-specific tests	5%	5%	6%	6%	5%	5%	5%
Military Experience	3%	11%	6%	5%	4%	4%	4%
Noncollegiate Instruction	5%	4%	5%	4%	6%	4%	5%
American Council on Education Credits offers recommendations for awarding CPL that are used by the universities	1%	1%	1%	1%	2%	2%	5%
Experience used to award CPL	5%	4%	4%	4%	3%	2%	2%
Credit earned based on pre-admitted Learning	1%	1%	1%	1%	1%	1%	1%
CPL from Unaccredited Schools	0%	0%	0%	0%	0%	0%	0%
International Baccalaureate (IB) Program credits used to award CPL	0%	0%	0%	0%	0%	0%	0%
Did Not Receive Future Ready Oregon CPL Investment							
AP	84%	85%	83%	82%	84%	85%	85%
Credit earned based on Pre-Admitted Learning	7%	7%	9%	10%	9%	8%	9%
American Council on Education Credits offers recommendations for awarding CPL that are used by the universities	5%	4%	5%	5%	4%	4%	4%
College Level Examination Program enables students to earn college credit for introductory-level courses by achieving satisfactory scores on subject-specific tests	2%	3%	2%	2%	2%	2%	2%
Military Experience	2%	2%	1%	1%	1%	1%	1%
Exam offered by the university	0%	0%	0%	0%	0%	0%	0%

If we group these different types of credit for prior learning into two categories – AP and IB credits awarded for learning acquired in high school and all other types of credit – the differences between the two groups of institutions are clear. Public universities that received grants reported that their CPL strategies aligned with those designed for adults, such as military service experience. These institutions successfully increased the number of students earning credit for learning that can occur outside of high school. In contrast, the increases in credit for prior learning at public universities that did not receive grants were primarily in AP and IB, suggesting that the rising number of credits awarded for prior learning in these institutions is more reflective of the academic profiles of their incoming classes than an indicator of enhanced or increased opportunities to earn credits for prior learning.

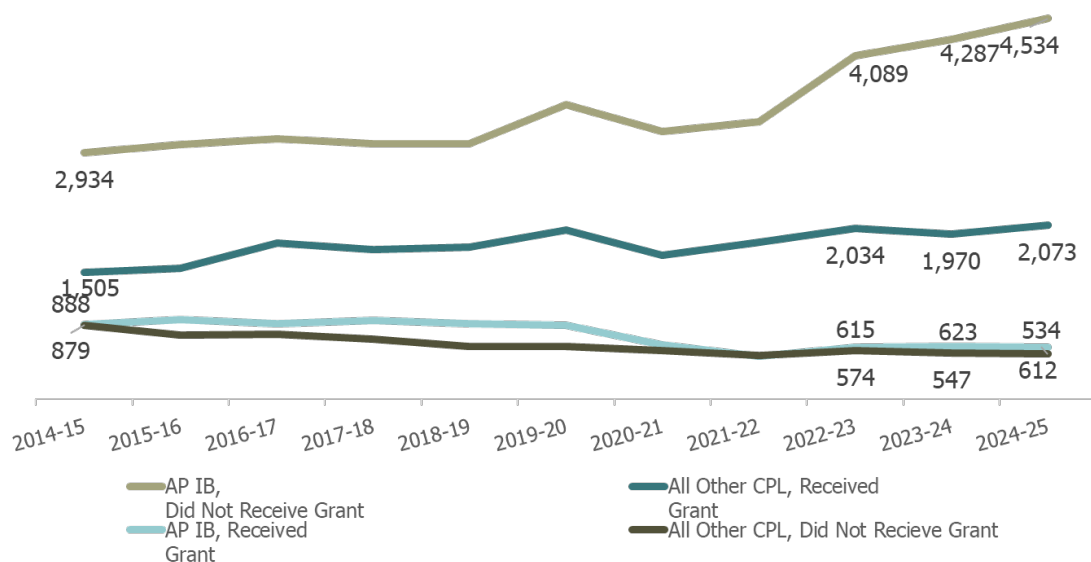


Figure 4.5.7: Number of students with CPL, by Type of CPL and Year.

Figure 4.5.8 puts these two trends together, the percentage of new students receiving CPL and the types of assessment of prior learning. It shows that CPL not associated with AP/IB grew at the institutions with the Future Ready Oregon grant, and credit for AP/IB learning did not grow. At institutions without the grant, the opposite was true: credit for AP/IB grew, and there was no change in other types of assessment of prior learning. This evidence suggests that public universities that received funding were likely able to expand their CPL options. An additional year of data will help to further clarify whether this growth continues.

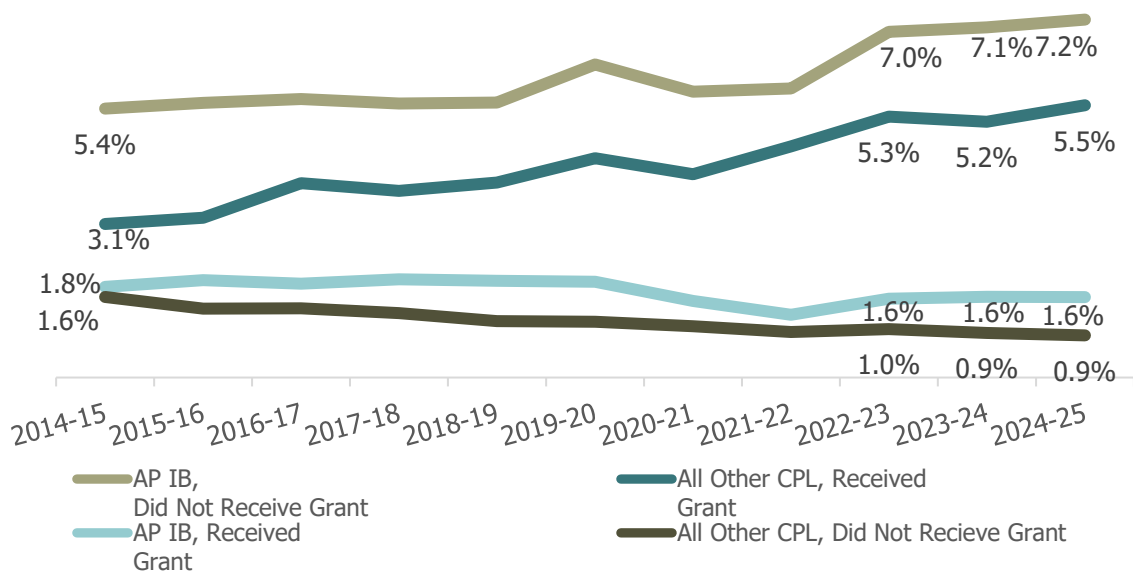


Figure 4.5.8: Percent of New Students with CPL, by Type of CPL and Year.

Over the past seven years, the characteristics of students receiving credit for prior learning have remained stable, with no significant differences among those earning credits for prior learning. However, consistent with the differences in the type of credit awarded, there are notable differences between students who earn credits for prior learning at universities with the grant and those at universities without it. At the universities that received the investment, 42 percent of CPL students were individuals of color, compared to 36 percent at institutions without the investment. Additionally, 16 percent of CPL students at the universities with the grant were aged 25 and older, in contrast to just seven percent of CPL students at universities without the grant.

Table 4.5.5. Percent of Students Who Earned CPL and Percent of All Credit Students by Race, Age, Sex, and Low Income, 2024-25.

Student Characteristics	CPL Students at Colleges that Received Future Ready Oregon CPL Grant	CPL Students at Colleges that did not Receive Future Ready Oregon CPL Grant	All Credit Students*
Race			
Black/African American	2%	2%	3%
Asian American/Asian	7%	9%	8%
Latino/a/x	24%	16%	17%

Student Characteristics	CPL Students at Colleges that Received Future Ready Oregon CPL Grant	CPL Students at Colleges that did not Receive Future Ready Oregon CPL Grant	All Credit Students*
Native American/Alaska Native	1%	<1%	1%
Pacific Islander/Native Hawaiian	<1%	<1%	<1%
Two or More Races	9%	9%	7%
White	58%	64%	64%
Age			
Ages 16-24	84%	93%	77%
Ages 25 and older	16%	7%	23%
Sex			
Women	56%	54%	54%
Men	44%	46%	46%
Nonbinary	1%	<1%	1%

The average number of credits awarded per student ranged widely across the institutions, from 9.5 credits to 34.6 credits. Students at institutions with the Future Ready Oregon grant earned 15 credits, on average, compared to 20 for students at institutions without the grant. See Table 4.5.4.

Table 4.5.6: Average Undergraduate Credits Earned by Public University Students and Percent of Undergraduate Students who Earned CPL, 2024-25.

Undergraduate Students	Average CPL Credits Earned per CPL Student
Received Future Ready Oregon CPL Investment	15.2
Eastern Oregon University	21.3
Oregon Institute of Technology	34.6
Portland State University	17.6
Southern Oregon University	9.5

Undergraduate Students	Average CPL Credits Earned per CPL Student
Western Oregon University	23.1
Did Not Receive Future Ready Oregon CPL Investment	20.0
Oregon State University	20.4
University of Oregon	19.6

Table 4.5.7: Graduate Level Credits Earned per Undergraduate Students and Percent of Graduate Students who Earned CPL, 2024-25

Graduate Graduates	Average CPL Credits Earned per CPL Student	Percent of All Students who Earned CPL
Received Future Ready Oregon CPL Investment	17.5	<1%
Did Not Receive Future Ready Oregon CPL Investment	19.9	<1%

Taken together, there are modest increases in the number of students earning credits for prior learning, particularly during the 2022-23 and 2024-25 academic years, at public universities that received the Future Ready Oregon CPL grant and at those that did not. However, there are notable differences between the two groups of institutions. The universities that received the funding reported successful implementation of CPL strategies that align with adult learning, and these types of assessments for prior learning rose at these institutions, which supports their report of an expansion in CPL options. In contrast, universities without the grant saw increase in CPL credits awarded for high school programs but not for other types of assessment for prior learning. Relatedly, 93 percent of students earning credits for prior learning at public universities without the grant were not adult learners, but less than 25 years old.

Conclusion

In conclusion, the developments surrounding Credit for Prior Learning (CPL) in Oregon's community colleges and public universities highlight both progress and areas requiring further attention. The Future Ready Oregon initiative sought to enhance access to CPL for a diverse array of participants, including individuals from communities of color, rural areas, women, and students of various age groups. Community colleges have made significant strides in data collection and reporting notable achievements considering the thirteen-year journey to reach this level of accountability. Generally, CPL students at community colleges that received the investment earned eight more credits per student on average. Additionally, students earning credits for prior learning at these

colleges were more likely to be older and men, indicating a shift in demographics aimed at addressing equity gaps--where students at these colleges are more likely to be younger and women.

At public universities, the variation in the types of assessments for awarding credit for prior learning is the largest difference between the institutions with the grant funding and those without it. Students at the funded universities were more likely to be awarded credits for prior learning that would occur as adults, whereas students at the universities without the funding were far more likely to be awarded credits for prior learning that occurred in high school, i.e., AP and IB. Overall, the number of students who earned prior learning credits decreased from 20.1 in 2022-23 to 15.2 in 2024-25 at universities that received the grant, but this decline reflects broader enrollment declines at these institutions. For both groups, credits that apply to degree requirements can help students save about a quarter of the academic year.

Ultimately, the findings suggest a necessity for continued evaluation and refinement of CPL practices across both community colleges and public universities. While the investment has enabled strides in data collection and access to credit for prior learning, the contrasting outcomes between institutions point to the need for further analysis and targeted improvements.

WORKFORCE READY GRANTS

The largest investment within the Future Ready Oregon initiative is the \$95 million allocated to the Higher Education Coordinating Commission (HECC) for the Workforce Ready Grants program. This funding comprises \$10 million from state General Funds and \$85 million from federal American Rescue Plan Act (ARPA) resources. The primary goal of this grant investment is to foster the development of new, innovative, and equitable education and training programs specifically in the healthcare, manufacturing, and technology sectors. The Workforce Ready Grants program is designed to deliver direct workforce development benefits to individuals, with a particular focus on Oregonians from Priority Populations,⁸² by providing education, training, and support services.

The Workforce Ready Grants Program is administered by a team of Future Ready Oregon staff at the HECC in collaboration with the Workforce and Talent Development Board (WTDB), Future Ready Oregon's Industry Consortia, and Oregon's nine local workforce development boards. As the fund administrator and in accordance with the Future Ready Oregon legislation, HECC establishes the criteria and standards for awarding the Workforce Ready Grants to workforce service providers and community-based organizations (CBOs). Grantees of the Workforce Ready Grants are mandated to prioritize equitable participation from individuals in Priority Populations as outlined in the legislation, but there are no eligibility requirements for participation. The funds can be used for various purposes specified in the statute ([SB 1545, 2022](#), Section 9, a-e), including the following:

- Providing paid work experience, including stipends and wages;
- Offering tuition and fee assistance for workforce programs;
- Delivering wraparound workforce development services;
- Developing culturally and linguistically specific career pathways for earning recognized certificates or credentials in targeted industry sectors; and
- Funding organizational investments, which may include, but are not limited to:
 - Hiring new staff;
 - Creating organizational development strategies;
 - Purchasing equipment, technology, or other training-related supplies;
 - Covering administrative expenses; and
 - Engaging in any other activities deemed necessary in grant proposals to execute the workforce programs outlined in this section.

Since the adoption of the Future Ready Oregon legislation in 2022, HECC has completed three rounds of grant-making for the Workforce Ready Grants. The first round focused on capacity building, enhancing individual organizations and attracting new workforce development partners

⁸² Priority populations include communities of color; women; low-income communities; rural and frontier communities; Veterans; persons with disabilities; incarcerated and formerly incarcerated individuals; members of Oregon's nine federally recognized Native American Tribes; individuals who disproportionately experience discrimination in employment based on age; and individuals who identify as members of the LGBTQ+ community.

committed to creating opportunities for Priority Populations, particularly in the three key industry sectors. The second round of grants emphasized projects that provided direct workforce development services to Oregonians within the three sectors. Similarly, the third round funded initiatives that also offered direct workforce development services and that integrated recommendations from the industry consortia in healthcare, manufacturing, and technology for workforce development in each sector. The Future Ready Oregon program provides [information on each grant funded](#), including awardee, sector, descriptions, amounts, counties, and priority populations for all three rounds of funding. Refer to the [first three annual reports](#) to learn more each round of funding, including awarding process and criteria.

In total, all Workforce Ready Grants funding—amounting to \$90 million across 134 grants—has been allocated to organizations developing innovative workforce models in the healthcare, manufacturing, and technology sectors. As Round Two and Three grantees continued to implement their workforce development services, Workforce Ready Grants grant administrators have facilitated communities of practice to ensure that the lessons learned from these innovative investments are shared across grantees and the industry consortia and used to inform policy decisions.

All funding allocated for Workforce Ready Grants, including both state general funds and ARPA funds, was required to be obligated by the end of 2024 and to be fully expended by June 30, 2026. However, the administration of the Workforce Ready Grants will extend through December 2026, with a focus on identifying promising practices, scalable strategies, and fostering new partnerships. These insights and recommendations will continue to inform the Industry Consortia, which will remain permanent coalitions and serve as advisory bodies for the HECC and the WTDB.

Table 4.6.1: Number and Funds of Workforce Ready Grants Awarded, by Industry Sector.

	Round One		Round Two		Round Three		Total	
	Grants	Amount	Grants	Amount	Grants	Amount	Grants	Amount
Healthcare	13	\$3.5M	12	\$15.2M	26	\$19.3M	51	\$38M
Manufacturing	7	\$1.6M	9	\$9.5M	19	\$12.6M	35	\$24M
Technology	1	\$110K	3	\$3.5M	17	\$10.1M	21	\$14M
Multiple	21	\$4.8M	6	\$9.6M	0	--	27	\$14M
Total	42	\$10M	30	\$37.8M	62	\$42M	134	\$90M

Participants

From 2022 to June 30, 2025, Workforce Ready Grants grantees have served a total of 8,046 participants. Over the past year alone, the number of participants in Workforce Ready Grants programs increased more than fourfold, from 1,539 to 8,046, representing an influx of over 6,500 unique Oregonians. Notably, communities of color are well represented among participants, surpassing their representation in both the labor force and the general population. Specifically, participants identifying as Black/African American (6 percent compared to 2 percent), Native American/Alaska Native (5 percent compared to 1 percent), Latino/a/x/Hispanic (21 percent compared to 15 percent), and those identifying as Multiracial (18 percent compared to 12 percent)

show particularly high representation among Workforce Ready Grants participants. Conversely, individuals identifying as Asian or Asian American (4 percent compared to 5 percent) and White (46 percent compared to 70 percent) have lower representation in the Workforce Ready Grants program than in the labor force or overall population.

Approximately half of the Workforce Ready Grants participants identify as men, which is consistent with labor force demographics (51 percent compared to 53 percent). Nearly half of the participants are aged 24 and younger, a higher representation than in the labor force, where this age group accounts for 13 percent. Given the aging population, there is an opportunity to increase the representation of older participants. Additionally, individuals living in rural and frontier areas represent 45 percent of participants, exceeding their representation in the labor force and the overall population (31 percent). Finally, 13 percent of participants identified as currently or formerly incarcerated, highlighting an important Priority Population within the program.

Table 4.6.2: Workforce Ready Grants Participant Representation in Priority Populations.

Priority Population	Number Served	Percent
By Race/Ethnicity		
Asian American/Asian	290	4%
Black/African American	392	6%
Native American/Alaska Native	326	5%
Native Hawaiian/Pacific Islander	50	1%
Latino/a/x /Hispanic	1,426	21%
Two or More Races	1,238	18%
White	3,203	46%
By Gender		
Women	3,326	47%
Men	3,644	51%
Non-Binary	147	2%
By Age		
Ages 24 and Younger	3,240	45%
Ages 25-39	2,102	29%
Ages 40 and Older	1,798	25%
By Geography		
Frontier	192	3%
Rural	3,074	42%
Urban	4,111	56%
By Other Populations		
Persons Incarcerated or Formerly Incarcerated	1,021	13%
Federally Recognized Tribal Member	348	4%
Veteran	142	2%
Person with a Disability	855	11%
Person Identifies with LGBTQIA+ Community	449	6%

Note: Percentages are rounded to one decimal place.

The representation of Priority Populations among Workforce Ready Grants participants is consistent with the program's deliberate strategies to enhance workforce development and create meaningful career opportunities for participants from diverse backgrounds. Grantees reported multiple strategies they employed to reach and engage participants and promote workforce readiness and economic stability among diverse populations. These efforts not only facilitate individual success but also strengthen the overall workforce development ecosystem by building connections between communities and well-paying jobs in high-demand sectors. Common themes among these strategies were providing community-specific services, using peer support, and outreach.

Grantees offered many examples of community-specific services in which workforce development was not individualistic but serving the whole community. For example, grantee Oregon Bio created mentorship opportunities by holding a BIPOC event that fostered connections between students and employees from similar backgrounds. Community-specific services are also culturally relevant for a particular community. An example of culturally relevant training and support is grantee Daisy CHAIN's hiring of new doulas for community-centered training that demonstrated the effectiveness of integrating local talent and experiences into program delivery.

Another theme is the utilization of peer support and lived experience in workforce initiatives. Programs like the grantee Clean Slate's expungement clinic benefit from having staff members with similar backgrounds to participants, increasing trust and engagement. This organization also uses past graduates as facilitators for training sessions, and their desire to engage in this way and help other participants illustrates the value of incorporating peer-led experiences. Grantees report that it enhances participant learning and increases motivation to overcome the barriers that many participants face. The flexibility in program design allows for tailored interventions that meet the unique needs of participants to increase retention rates and successful outcomes.

As the Workforce Ready Grants as a program ends on June 30, 2026 the community partnerships that have formed because of Workforce Ready Grants work may foster greater awareness of available support programs, equipping practitioners with the knowledge to effectively share and facilitate access to resources provided by other community partners. Without this, Oregon's ability to grow the labor force and fill labor force shortages in healthcare, manufacturing, and technology described in Chapter 2 will be a challenge.

Services

Grantees in the Workforce Ready Grants program offered a range of services to participants, as shown in Table 4.6.3. The programs emphasized general career exploration and topic-based workforce development training, which reached 34 percent and 27 percent of participants, respectively. In contrast, on-the-job training was infrequently provided, with only one percent of participants accessing this service. Service completion rates were remarkably high, with an overall completion rate of 92 percent for the services offered. On average, each participant utilized 1.3 services, down from 2.1 last year. This decrease likely stems at least in part from Round 3 grantees having provided services for only a few months and therefore having had less time to serve participants during the period covered here. As grantees and participants work together longer,

participants may receive additional services, which we will monitor in the coming year. See Appendix E for information on service utilization by Priority Populations.

Table 4.6.3: Services Provided Under Workforce Ready Grants.

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Services Completion Rate
Workforce Development Trainings				
Career Coaching	1,082	15%	2,031	95%
Workforce Development Training	1,998	27%	3,331	88%
General Career Exploration	2,519	34%	2,706	96%
Job Placement Services	576	8%	599	78%
Early Career Skills	552	7%	699	99%
On-The-Job Training	54	1%	60	82%
Paid Work Experience	336	5%	400	83%
Unpaid Work Experience	60	1%	60	81%
Recruitment and Engagement Services	211	3%	258	83%
Other	328	4%	439	95%
Wraparound Support Services				
Tuition and Fees Assistance	1,017	14%	1,689	
Childcare	6	0%	7	
Food Assistance	171	2%	220	
Residential Assistance	55	1%	57	
Stipend	559	8%	850	
Tools, Supplies, Equipment, Uniform, Technology	362	5%	551	
Transportation	391	5%	1,053	
Other Wrap Around Support	410	6%	524	

Note: Percentages are rounded to one decimal place.

Alongside workforce development services, around one-third of participants received support services. These services include essential support such as transportation assistance, childcare, and financial aid for tuition and educational materials, which are vital for participants to engage fully in and to complete training and employment opportunities. Many grantees reported that without these wrap-around services, participants would not have been able to complete their programs or pursue their career aspirations. Tuition and fees assistance was the most frequently offered support, benefiting 14 percent of participants with a median award of \$651 and totaling \$2.2 million of support overall. Additionally, stipends were provided to eight percent of participants. Notably, childcare has emerged as one of the most commonly cited needs for wrap-around support services by grantees. However, fewer than ten participants accessed childcare services. This inconsistency points

to a potential shortage of childcare facilities available for Oregon’s working parents. (For details on support services by Priority Population, please see Appendix F.)

Table 4.6.4: Wraparound Services Provided Under Workforce Ready Grants.

Wraparound Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Sum of Dollars Spent on Participants	Median Dollars Spent on Participants
Tuition and Fees Assistance	1,017	14%	1,689	\$2,243,668	\$651
Childcare	*	0%	*	\$5,535	\$500
Food Assistance	171	2%	220	\$54,483	\$150
Residential Assistance	55	1%	57	\$66,291	\$500
Stipend	559	8%	850	\$1,035,973	\$500
Tools, Supplies, Equipment, Uniform, Technology	362	5%	551	\$112,148	\$130
Transportation	391	5%	1,053	\$62,508	\$30
Other Wrap Around Support	410	6%	524	\$294,082	\$216

Note: Percentages are rounded to nearest whole place.

* Suppressed to protect participant confidentiality.

Grantees consistently emphasize that wrap-around support services are essential for enabling access to workforce development programs for individuals facing various challenges. They report that targeted outreach efforts, combined with the provision of these support services, have been effective in engaging underserved populations, including BIPOC youth and formerly incarcerated individuals. By delivering culturally relevant programming and leveraging community partnerships, organizations have built trust and increased participation among those who may have previously been hesitant to access workforce services. With the availability of support services, program personnel have precedent and resources as reasons to check in with participants regularly regarding new obstacles they encounter. This funding flexibility has allowed for the mitigation of barriers that might have previously prevented individuals from pursuing workforce development opportunities. One participant, a University of Oregon student involved in a funded grant, shared that he meets with his project mentor weekly. He described the continuous availability of wrap-around support services as "relentless support," noting that although he never utilized these services, he felt genuinely cared for by the program administrators, and this, in turn, motivated and boosted his confidence and his engagement with the program.

In summary, the significance of the support services extends beyond their rates of use; it lies in the fact that the individuals providing assistance to participants had access to the resources they needed to offer. This availability of resources enriched the interactions between grant staff and participants, changing them from purely transactional exchanges into more holistic engagements. By focusing on

the individuals needs, rather than merely training another participant, the program exercised a person-centered approach that prioritized meaningful support and outcomes.

Employment Outcomes

The employment outcomes for Future Ready Oregon participants include job placement rates, hours worked, time to employment, and wages. Calculating and analyzing these outcomes relies on data obtained from the Oregon Employment Department (OED), which collects information on most employed Oregonians through mandatory Unemployment Insurance reporting by employers. Workforce Ready Grants participants are matched with OED employment and earnings data using social security numbers.⁸³ However, only about 43 percent (N = 3,487) of Workforce Ready Grants participants reported their social security number. This relatively low reporting rate significantly limits the conclusions that can be drawn from the employment outcomes data, as many participants lack available records. Moreover, possessing a social security number does not guarantee access to employment data; we were able to retrieve employment information for only 37 percent (N = 2,964) of Workforce Ready Grant participants. Consequently, the subset of participants for whom employment outcomes are available may not accurately represent the entire group of Workforce Ready Grants participants.

Job Placement

A key metric for evaluating the program's effectiveness in connecting participants to employment opportunities is job placement. In this report, job placement is defined as the percentage of participants who were unemployed in the quarter prior to and at the beginning of their Workforce Ready Grant participation and who subsequently secured employment after completing their services. Participants who were employed at the start of their involvement are not included in this measure. Among the 2,964 participants with available employment data, 1,181 were not employed at the outset. Of these, 654 participants found employment after their participation, resulting in a job placement rate of 55 percent for Workforce Ready Grant participants. Among the participants who secured employment, more than half were employed within three months of completing their Future Ready Oregon services, with a median placement time of four and a half months. See Appendix H for information on job placement by priority population.

Table 4.6.5. Job Placement among Workforce Ready Grants Participants, by Employment Status.

Count of Participants with Employment Data	Count of Participants Who Might Become Employed	Percent of Participants Who Might Become Employed	Count of Participants Who Found Employment	Percent of Participants Who Found Employment
2964	1181	40%	654	55%

Note: Percentages are rounded to nearest whole place.

⁸³ As noted previously, we also draw on OED's ability to match individuals with name and birthdate when social security number is not available. Few individuals are matched this way, but those who are matched are included in the employment outcomes reported here.

Hours Worked

The wages earned by participants in a given quarter are significantly affected by the number of hours worked during that period. In addition, working full-time is more likely to carry healthcare benefits, which is a priority for Future Ready Oregon. For these reasons, we calculated the number of Workforce Ready Grants participants who worked full-time after they completed services. Because definitions of full-time employment vary, we used both an Oregon standard from OED of 40 hours per week and a federal standard from the 2010 Affordable Care Act (ACA) of 30 hours per week.^{84,85} Although the employment data do not include hours worked per week, they do include the total hours worked over a quarter, and we use this to identify the number of participants who worked full-time for the duration of the quarter. Because the data do not show hours worked per week, this calculation does not account for participants who worked full-time in part of the quarter. Both participants who were employed at the start of services and those who were not employed at the start are included in this measure.

Table 4.6.6 shows the percentage of Workforce Ready Grants participants employed full-time for the quarter, among those who completed services and had available employment data. One-fourth of these participants were working full-time according to the Oregon standard of 40 hours per week. Slightly more than half (55 percent) were employed full-time using the federal (ACA) standard of 30 hours per week. See table Table 4.6.6.

Table 4.6.6: Percentage of Workforce Ready Grants Participants Employed Full-Time after Enrollment in the Program, by Full-Time Definition.

Participants Working Full Time under OR Rules	Percent of Participants Working Full Time under OR Rules	Participants Working Full Time under ACA Rules	Percent of Participants Working Full Time under ACA Rules
471	25%	1,052	55%

Note: Percentages are rounded to nearest whole place.

⁸⁴ <https://www.irs.gov/affordable-care-act/employers/identifying-full-time-employees>

⁸⁵ <https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=240670>

To understand how close to full-time participants worked, we can compare the total number of hours participants worked in a quarter to the number of hours in a full-time schedule (which is 520 quarter hours under the Oregon full-time standard). We express this as a proportion where a value of 1.0 means the employee worked full-time, while a value of 0.5 means they worked half of full-time hours. For Workforce Ready Grants participants with employment data, the median level of employment was 0.7 before services and 0.7 after services, or close to full-time (using weighted results, see Figure X below).⁸⁶ This equates to about 27 work hours per week before services and 29 hours per week after services (hours did increase before and after services even though both have proportions of 0.7 due to rounding). However, note that participants' actual hours worked per week is not available, only their total hours worked in the whole quarter is available. Participants did not necessarily work the same numbers of hours each week.

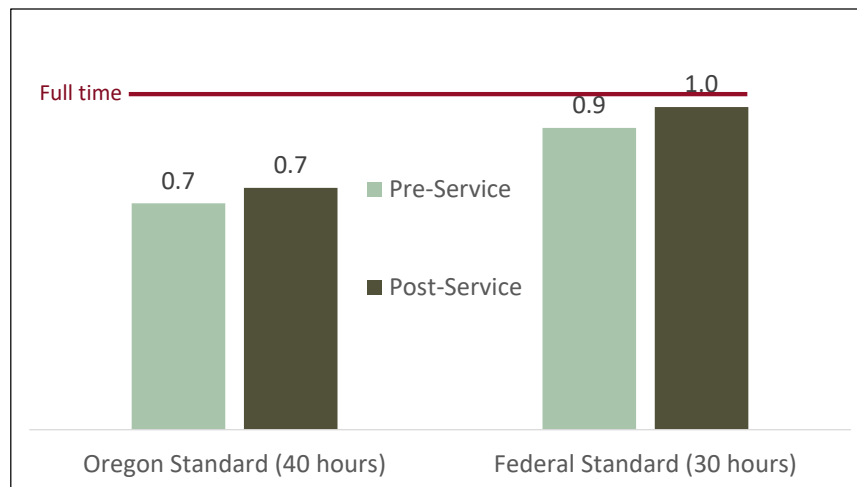


Figure 4.6.1: Median proportion of full-time hours that Workforce Ready Grants participants worked, before and after services, by definition of full-time.

Using the federal standard of full-time (i.e., 30 hours per week), the median level of employment among Workforce Ready Grants participants was 0.9 before services and 1.0 after services. Participants were typically working nearly full time under this definition. Under either standard, Workforce Ready Grants participants worked slightly more hours after their participation. During the quarter in which they received services, their hours worked were lower, at 0.5 of the Oregon full-time standard and 0.7 of the federal standard. This is not surprising given the time commitment of the workforce training.

Wages

Participant wages are a key outcome of interest for participants themselves, the programs working to serve them, and for Future Ready Oregon in general. Table 4.6.7 below displays the total quarterly

⁸⁶ Figure 4.6.1 uses weighted, analyzed results. The raw, unweighted results are: Median proportion of full-time hours were 0.7 before services, 0.6 during services, and 0.8 after services using the Oregon standard. The median proportion of full-time hours were 1.0 before services, 0.8 during services, and 1.0 after services using the federal standard.

wages of Workforce Ready Grants participants for the periods before they received services, during their service—lasting at least one quarter—and after completing those services. Because participants have a wide range of jobs, we show the 25th percentile, the median (or 50th percentile), and the 75th percentile of participants’ wages. On average, these participants experienced a \$1,673 increase in median quarterly wages from before enrollment to after completing the service, which amounts to a 24 percent increase in their wages after services. See Appendix J for information on wages by priority population.

Table 4.6.7: Quarterly Earnings of Workforce Ready Grants Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Quarterly Wages				
25 th Percentile	\$3,516	\$2,583	\$4,263	\$747
Median (50 th Percentile)	\$7,553	\$6,550	\$9,364	\$1,810
75 th Percentile	\$11,975	\$12,680	\$14,143	\$2,168
Analyzed Quarterly Wages				
25 th Percentile	\$2,961	\$2,027	\$3,649	\$688
Median (50th Percentile)	\$6,910	\$5,208	\$8,583	\$1,673
75 th Percentile	\$11,473	\$11,541	\$13,601	\$2,128

The hourly wage is calculated by dividing the total quarterly hours worked by the total quarterly wages earned. These results are shown in Table 4.6.8, also at the 25th, 50th, and 75th percentiles. The Workforce Ready Grants participants in this analysis saw a median hourly wage increase of \$2.23 from pre-service to post-service.

Table 4.6.8: Hourly Wages of Workforce Ready Grants Participants before, during, and after Enrollment in the Program.

	Employment Before Services	Employment During Services	Employment After Services	Change from Before to After Services
Raw Hourly Wages				
25 th Percentile	\$15.51	\$17.00	\$17.82	\$2.31
Median (50 th Percentile)	\$19.50	\$21.34	\$22.08	\$2.58
75 th Percentile Wage	\$25.38	\$28.12	\$28.44	\$3.07
Analyzed Hourly Wage				
25 th Percentile Wage	\$15.33	\$16.45	\$17.33	\$2.00
Median (50th Percentile)	\$18.97	\$20.07	\$21.20	\$2.23
75 th Percentile	\$24.78	\$26.29	\$27.28	\$2.50

These employment outcomes are positive and encouraging. However, several limitations must be acknowledged. The absence of social security numbers for a majority of participants leads to incomplete data and limitations on the conclusions we can draw. In addition, workforce development training and education often span months or even years, which means that participants who have successfully achieved educational and credential outcomes may not be reflected in these results. Consequently, while these findings are valuable, they may not be generalizable to all Workforce Ready Grant participants.

Conclusion

The Workforce Ready Grants program has enhanced workforce participation and provided valuable support to underserved populations in healthcare, technology, and manufacturing. With the allocation of \$95 million for the Workforce Ready Grants program, the initiative has focused on developing innovative education and training programs in these industry sectors. Notably, the Workforce Ready Grants program has served 8,046 participants. Both the representation of Priority Populations among those participants and the reports from grantees reflect the program's commitment to prioritizing equity and access for individuals from diverse backgrounds. Grantees and participants report that the implementation of wrap-around support services has proven invaluable in facilitating access to workforce training by aiding participants with overcoming barriers to workforce training and education and to employment. By fostering community partnerships and leveraging supports, the program reports trust among participants that contributes to higher engagement and successful outcomes. Employment outcomes for those with sufficient data to analyze are positive, including both quarterly and hourly wage gains after services.

Despite encouraging findings, several limitations must be recognized. Low reporting of social security numbers among participants places strong limits on the conclusions that can be drawn about employment outcomes at this time. Moreover, the emphasis on capacity building in the initial grants may result in successful educational outcomes not being accurately captured. This is because institutions are only required to report during the grant period, limiting our understanding of how many Oregonians benefit from these investments. As a result, with capacity building grants, we may never be able to fully assess the long-term impact of these investments. Nevertheless, ongoing efforts to refine service delivery, consistently engage with community partners, and adapt to changing circumstances position the Workforce Ready Grants program as a strong component of Oregon's workforce development strategy for healthcare, manufacturing and technology over the last three years.

INDUSTRY CONSORTIA

Like the goal of Future Ready Oregon as a whole, the overarching goal of the Industry Consortia is to develop an effective and equitable statewide approach to solving labor shortages in specific industries. Such an approach needs to be not only equitable but innovative, as it requires both greater labor force participation, at a time when participation has been declining, and workforce development that draws new and more people into the labor force and connects them with long-term employment. The Consortia build on existing and previous regional efforts led by local workforce development boards and postsecondary educational institutions and work to broaden these efforts to industry-specific workforce planning and problem-solving at a statewide level. While regional initiatives have addressed workforce needs locally, the establishment of statewide Industry Consortia introduces a larger and more strategic approach to supporting businesses and the state's economy. In addition, prior approaches have been more limited in the communities they address, whereas the Industry Consortia address all ten Priority Populations of Future Ready Oregon. Innovation and change of this magnitude represent a paradigm shift in workforce development planning.

Paradigm shifts in general require multiple mechanisms to effect because they involve broad systemic change and multiple years to enact.⁸⁷ Therefore, assessing the consortia's progress involves identifying and assessing the mechanisms they adopt to affect change, as well as tracking impact across multiple years. Strong progress would involve multifaceted mechanisms developed in the near term, followed first by widespread implementation, and then ultimately, seeing a labor force that is balanced across Priority Populations and seeing reduced labor shortages in the focus industries.

In this section, we review the Industry Consortia's work through this lens, with particular focus on their work over the past year. We use Abson et al (2017) as a framework to describe the kind of mechanisms, or levers, required for systemic change. We assess the status to date of the levers the Consortia have developed and the implementation of those mechanisms.

Levers of Systemic Change

Abson et al. (2017), based on Donella Meadows (1999), identify four levels of change mechanisms—or levers—that are needed to create systemic change: parameters, feedback, design, and intent. These levers operate at different intensities depending on the depth of the change they aim to achieve.

Parameters are the most tangible aspects and can be adjusted to influence immediate outcomes. They include policies, funding, and program requirements or structures. For example, modifying eligibility criteria for a training program is a parameter, as doing so would directly affect participation levels.

Feedback levers involve information flows and interactions within the system that influence decision-making and behavior over time to create more responsive and adaptive systems. Examples include data on employment outcomes or industry needs that drive program refinements. *Design* levers are underlying structures and organizational arrangements that fundamentally alter how the system

⁸⁷ Meadows, Donella. "Leverage Points: Places to Intervene in a System." The Academy for Systems Change, The Sustainability Institute, 1999, donellameadows.org/archives/leverage-points-places-to-intervene-in-a-system/.

functions. Examples include how institutions operate, how teams are organized, and how decision-making authority is distributed. Lastly, *intent* levers involve altering a system’s core goals, values, and paradigms—such as moving from a focus solely on job placement to a broader emphasis on lifelong and equitable career growth. Together, these levers form a framework for examining the extent and likelihood of systemic change. See Figure 4.7.1 below.

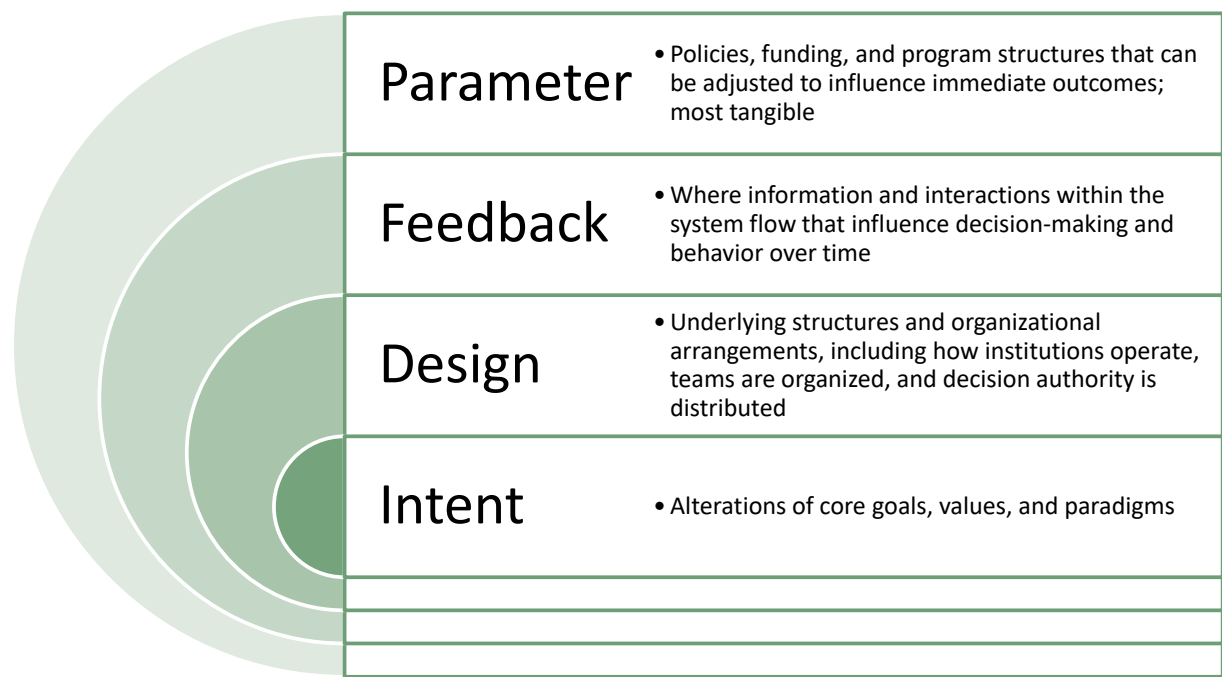


Figure 4.7.1: Abson et.al (2017), Lever Types for Sustainability.

Levers Used by Industry Consortia

We categorize the main activities of the Industry Consortia as levers operating at these different levels to achieve systemic change in workforce development.⁸⁸ The Consortia’s main activities are outlined in SB 1545 (2022) and HB 3306 (2023) as their “purposes.” They include establishing strategic partnerships, developing structured processes, identifying industry needs, promoting programs, and setting wage standards. These purposes are set out in the legislation to build a new infrastructure that improves collaboration, equity, and responsiveness in order to reduce labor shortages.

Parameter Levers

The Consortia’s fourth and fifth purposes, focused recruitment strategies and workforce development programs and activities, operate at the parameter level and have been implemented with two funding-related sets of work: the priorities the Consortia set for how Workforce Ready Grant funding was allocated and the development of further grant funding. In early 2024, the three consortia provided recommendations that aimed the Round 3 funding of Workforce Ready Grants

⁸⁸ SB 1545 (2022) uses the language “purpose” to describe the activities of the Industry Consortia.

toward priorities in each sector (see the [Future Ready Oregon Year Three report](#) for a complete description). In 2025, the HECC staff who support the consortia collaborated with Consortia members and other partners to develop proposals for new grant funding to continue advancing the Consortia’s workforce development priorities. This focus on funding programs indicates the Consortium is employing parameter-level mechanisms to effect change.

A major focus of 2025 was to set the wage rate standards for occupations in the healthcare, manufacturing, and technology sectors. These standards are parameter levers because they set the benchmarks for what occupations should be. In 2024, the consortia were introduced to what the occupational profiles and their corresponding wages could look like in Oregon. Through an iterative process, all three consortia were able to develop occupational profiles for high-skill, high-wage and high-demand occupations in healthcare,⁸⁹ manufacturing,⁹⁰ and technology⁹¹ and the wage standards for each. These profiles will be reviewed and updated every two years, according to the legislation.

Table 4.7.1: Industry Consortia Purposes Operating as Parameter Levers.

Purpose	Lever	How It Looks in Action
D. Targeted Recruitment Strategies Develop targeted recruitment strategies to increase equitable participation by individuals from Priority Populations in statewide workforce programs. SB 1545 (2022), Section 10, 2b.	Parameter	-Priority given to developing recruitment strategies for Priority Populations in Round 3 Workforce Ready Grants.
E. Promote workforce development programs and activities in the targeted industry sectors. SB 1545 (2022), Section 10, 2b.	Parameter	-Identify funding priorities for Round 3 Workforce Ready Grants -Identification and pursuit of grant funding
F. Wage Rate Standards Establish wage rate standards , varied by locality, for each skilled occupation within each of the sectors. HB 3306 (2023), Section 5, 2b	Parameter	-Reviewing and establishing wage rate standards for occupations within the sectors

89 <https://www.oregon.gov/highered/about/Documents/Industry-Consortia/Occupation-Profiles/Healthcare/HealthcareIC-HighWageHighDemandHighSkillOccupationProfiles-6-24-25.pdf>

90 <https://www.oregon.gov/highered/about/Documents/Industry-Consortia/Occupation-Profiles/Manufacturing/ManufacturingIC-HighWageHighDemandHighSkillOccupationProfiles-8-20-25.pdf>

91 <https://www.oregon.gov/highered/about/Documents/Industry-Consortia/Occupation-Profiles/Technology/TechnologyIC-HighWageHighDemandHighSkillOccupationProfiles-7-24-25.pdf>

Feedback Levers

The Consortia also work at the feedback level. They establish strategic partnerships, identify industry-specific workforce needs, and use research and data to refine plans.

Table 4.7.2: Industry Consortia Purpose as Feedback Levers.

Purpose	Lever	How It Looks in Action
A. Strategic Partnerships Establish strategic partnerships to align workforce development activities that aim to increase participation in workforce programs by individuals from Priority Populations. SB 1545 (2022), Section 10, 2b.	Feedback	-Shared decision-making and collaboration structures among consortium members; -Membership of consortia
C. Industry-Specific Workforce Needs Identify industry-specific workforce needs in this state, including the need for high-value credentials, to inform the development and implementation of culturally and linguistically diverse workforce education and training curricula. SB 1545 (2022), Section 10, 2b	Feedback	-Employer focus groups -Learning from grantees what are the strengths, challenges, and outcomes of innovative workforce development efforts at meetings -Supply and Demand studies, e.g., healthcare/nursing study and behavioral health talent assessment.

The first feedback lever is the strategic partnerships established in statute and maintained by the consortia. By statute, the executive leadership teams for each Consortium are composed of four leaders, one from each of four different constituencies that are key players in workforce development: business, labor, education and training, and community. The remaining members include other representatives from these four constituencies. Outside of the Consortia, these four constituencies operate largely independently from each other, which hampers effective workforce development. Within the consortia, these constituencies work under a consensus model in a continuous feedback loop as they address workforce gaps, review related research and data, explore promising strategies, and hear public comment. The executive leadership teams meet monthly, and the wider memberships meet quarterly. In addition to Consortia members, representatives from the Oregon Workforce and Talent Development Board (WTDB) and the Higher Education Coordinating Commission (HECC) are present at each meeting to provide ongoing support and feedback about discussion items and issues. These combined leadership planning, research, and insights from quarterly meetings expose members to new and vital information, inform their decision-making, and develop statewide alignment.

The consortia's second feedback lever is the identification of industry-specific workforce needs. In 2024, the Consortia commissioned a report to gather employer feedback in the form of focus groups

(see the Future Ready Oregon Year Three report for a complete description).⁹² This feedback revealed themes such as a lack of alignment between educational program outcomes and the skills that industries need, employers' need for workers; and an underrepresentation of Priority Populations among job applicants.

In 2025, the consortia considered the findings and began identifying strategies to improve alignment between education and employers with the focus of building a more equitable labor force. This strategy development will continue into 2026.

The Industry Consortia consistently use employment, occupation, and vacancy data as an integral part of their meetings, utilizing both year-over-year projections and long-term forecasts to guide their strategic decisions. For instance, the Healthcare Consortium employs this data to determine its focus areas, ensuring that their efforts align with current employment trends and emerging needs within the sector. The manufacturing consortium has noted a paradoxical situation: while there is a long-term growth outlook for manufacturing jobs, there have been year-over-year declines in positions over the past three years. These trends are described in detail in Chapter 2 in the Employment Projection section.

This analysis of labor market data by Consortium members who work in different areas related to the sector, e.g., business, labor, education and training, and community, is a necessary part of understanding the dynamics of the workforce and shaping effective workforce development training programs. Coupling these two feedback levers enables the consortia's planning to be responsive to labor market demands, ensuring that participants are prepared for the evolving landscape of job opportunities in healthcare, manufacturing, and technology.

By creating spaces for business and education partners to share how they are addressing industry challenges with a focus on equity, the consortia are establishing mechanisms for continuous learning and adaptation. These exchanges serve as feedback loops, helping to identify what approaches are effective, where gaps remain, and how strategies can be improved to foster a more equitable

FEEDBACK LEVER EXAMPLE

The Healthcare Industry Consortium identified industry-specific workforce needs with workforce supply and demand studies. They drew on a 2023 study conducted by the Oregon Longitudinal Data Collaborative about healthcare worker shortages that identified a number of insights and reasons behind Oregon's nursing shortage. In late 2024 and early 2025, the Consortium commissioned a study about behavioral health professions. Both studies have been used to address deficiencies: the nursing study informed Round 3 Workforce Ready Grant criteria, and the behavioral health study is being used by the Governor's Office to develop program-related legislation.

92 https://www.oregon.gov/highered/strategy-research/Documents/Reports/2024-Future-Ready-Oregon-Assembled-Report_Final12_24.pdf

workforce. Over time, this feedback can inform deeper changes at the design and intent levels, shaping programs, policies, and shared goals to promote lasting equity in workforce development.

Design Levers

Design levers encompass the foundational structures and organizational arrangements that shape how institutions operate, how teams are organized, and how decision-making authority is distributed. In this context, industry consortia can be effectively positioned as a design lever within the workforce development landscape.

The Consortia have structured processes that include governance structures that include direct lines of communication and authority to key bodies such as the HECC and the WTDB, and the Office of the Governor. This governance model allows industry consortia to function as a pivotal mechanism for addressing pressing workforce challenges. Moreover, they operate as intermediaries between educational institutions, employers, and government agencies. They facilitate strategic discussions and solutions that can effectively respond to evolving needs of the labor market.

The consortia learned about innovative strategies in workforce development throughout much of 2025. Each quarterly meeting featured examples of business and education partners collaborating to address workforce challenges, with a particular emphasis on solutions rooted in equity. Many of these presentations and demonstrations highlighted approaches designed by educators and employers together in ways that are inclusive and accessible to all. During the final meetings of 2025, all consortia focused on outlining next steps for this design work and strategizing how to scale successful programs and adopt new structures to redesign a more integrated and equitable workforce development system.

As a design lever, Industry Consortia contribute to reshaping the governance and operational frameworks of workforce development by prioritizing collaboration, use of research and data, and targeted interventions. This innovative approach not only enhances the efficiency of workforce initiatives but also fosters a more coordinated and responsive system that can adapt to changing economic demands. By establishing clear channels for engagement and collaboration, Industry Consortia exemplify how design levers can be instrumental in creating a more effective and equitable workforce development ecosystem for healthcare, manufacturing, and technology.

Table 4.7.3: Industry Consortia Purpose as Design Lever.

Purpose	Lever	How It Looks in Action
<p>B. Structured Processes</p> <p>Develop structured processes to address mutual goals and promote consensus in decision making.</p> <p><u>SB 1545 (2022), Section 10, 2b.</u></p>	Design	<p>-The existence and active work of the Consortia themselves create state-wide voice and priority within each industry, as described in their respective charters.</p> <p>-Structured decision-making and collaboration within the consortia and with external groups.</p> <p>-Reinforces priority on equitable access to workforce development programs, apparent in grantees' presentations of innovation at 2025 meetings.</p> <p>-Behavioral health work now occurring in the Governor's Office.</p>

Intent Levers

Intent levers fundamentally shift the overall purpose and direction of initiatives. In the context of industry consortia, they represent a new design lever aimed at making workforce development more equitable and more connected to occupations. By fostering collaboration among various groups within an industry and workforce development partners, such as the WTDB, HECC, and the Governor's Office, these consortia have the potential to reshape discussions around workforce needs, priorities, and outcomes.

While the introduction of Industry Consortia may not constitute a radically different shift in workforce development, it does function also as an intent lever by influencing the goals and mission of existing workforce initiatives. This nuanced shift can lead to greater inclusivity and responsiveness in workforce programs, ensuring that diverse perspectives are considered and integrated into decision-making processes.

As the Industry Consortia engage with local communities and represent the voices of Priority Populations, they can encourage a more focused approach to workforce development, emphasizing equity and access. Through this interaction, the consortia help drive a subtle yet meaningful transformation in the way workforce development is conceptualized and implemented, ultimately contributing to a more equitable landscape for all participants and a more robust labor force for employers.

Conclusion

Taking all four types of change levers together, there is clear evidence that the Industry Consortia are developing and implementing mechanisms that can create systemic change. They have targeted existing funding and sought new sources of funding (parameter levers), set up multiple forms of

receiving new and ongoing information to drive decisions (feedback levers), learned about new approaches and designs for workforce development (design levers), and pushed for greater equity and inclusion as goals of workforce development (intent levers). This multi-level and multifaceted approach are strong evidence that they are on track at these early stages to create systemic change.

At the same time, these efforts are notably limited by time and scale. The consortia are only just entering their third year of work, and systemic change takes significant time, as noted above. To that end, the levers they have adopted are best characterized as key indicators of their *potential* to drive systemic change rather than as indicators of that change at this point in time. These levers lay essential groundwork for long-term transformation within Oregon's workforce development system if such efforts continue. The consortia's deliberate deployment of these mechanisms suggests the consortia are establishing a foundation to promote coordinated action, improve equity, and better align education and industry needs over time. Early actions and structures pave the way for future impacts, but meaningful, measurable results typically require sustained effort over several years to fully emerge. Indeed, and as expected, the impacts of these efforts on the labor force composition and labor force shortages in these key industries are yet to be seen, as described in Chapter 2 in the Employment Projections section.

The next steps for the consortia involve further implementation of these levers, particularly in terms of expanding their breadth. The work thus far creates a blueprint for broader implementation that is necessary if the intended system-wide change is going to be realized, but broad implementation is also necessary. Translating these efforts into large-scale implementation requires addressing new challenges, as well as building to scale the new partnerships and methods of the consortia and of successful demonstration projects. Both the solutions to overcoming challenges and the work of expanding partnerships and innovation will need to happen with statewide coordination in order to maintain the level of change and prevent individual projects from being slowed by navigating problems in isolation.

The small scale of the consortia, compared to the large business, education, labor, and community constituencies they represent, illustrates the amount of work that lies ahead. Only a few members of these broader constituencies are engaged in these efforts of change. At the same time, the Consortia themselves are a route to begin this work of expansion, as members can be conduits of information and advocacy about partnerships and innovation into their broader business, education, labor, and community constituencies. The consortia will also need to develop additional strategies and levers, such as new policies, resource allocation, and capacity-building, to fully realize the more equitable and responsive workforce development system that can reduce labor shortages and build Oregon's economy for the long term.

WORKFORCE BENEFITS NAVIGATORS

The Future Ready Oregon legislation ([SB 1545, 2022](#)) allocated \$10 million⁹³ to establish and manage a Workforce Benefits Navigators program through local workforce development boards across the state. The program is administered by the Higher Education Coordinating Commission (HECC), and Oregon's nine local workforce development boards were eligible to receive these funds. The Workforce Benefits Navigators program is offered by the local workforce development boards in partnership with comprehensive one-stop centers and community-based organizations (CBOs) in their respective regions. Funded by the American Rescue Plan Act (ARPA), funds for the program must be expended by June 30, 2026.

The Workforce Benefits Navigators program operates as a referral service, connecting participants to various resources that address their specific needs; the program does not offer direct services. The program was designed to pilot improved access to existing workforce benefits and services, particularly for individuals from Priority Populations,⁹⁴ as ARPA dollars are one-time temporary funding. According to the legislation, a workforce benefit navigator is defined as an employee at a comprehensive one-stop center or a CBO who helps connect Oregonians—especially those from Priority Populations—with relevant workforce programs and necessary support services that can lead to securing self-sufficient employment and benefits.⁹⁵ Navigators are required to possess a deep understanding of workforce programs and available resources. To ensure equitable service delivery, they must be culturally and linguistically responsive, understand the experiences of individuals from Priority Populations, and be trained in trauma-informed practices. Most local workforce development boards hired individuals as benefits navigators, while a few use technology to help connect Oregonians with pertinent and available resources.

The legislation required the HECC to establish criteria and standards for local workforce development boards to apply for the grants of the Workforce Benefits Navigator program. In January 2023, HECC formed a technical advisory committee comprising representatives from local workforce development boards, state agencies, and CBOs. The committee established priorities and awarding methodology. All nine boards submitted plans, and funds were awarded in November 2023. Each board's Workforce Benefits Navigator program plans included provisions for hiring navigators, collaborating with local partners, developing supportive technology, and sustainability plans.⁹⁶ For

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

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

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

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

96 Sustainability plans were included in their proposal. These plans included expanding and strengthening the ways in which people can access information about workforce development services and other social support services. Because the Workforce Benefits Navigators is a one-time allocation, the local workforce

further details on the initial implementation of the Workforce Benefits Navigator program, please refer to [the second and third Future Ready Oregon reports](#).

Each of the nine local workforce development boards allocated a subaward of \$10,000 to Oregon Workforce Partnerships to implement Engage by Cell, a mobile engagement solution designed to assist benefit navigators and Oregonians seeking employment and workforce development services. This tool aims to provide accessible information about available workforce resources throughout Oregon, offering a convenient way for residents, especially those in rural areas or facing transportation challenges, to connect with services. Key features include real-time updates, interactive communication, and usage analytics. Engage by Cell has recently become operational, and its implementation and impact will be in next year's Future Ready Oregon report.

Participants

Oregon's local workforce development boards started serving participants in the Workforce Benefits Navigators program in the first six to eight months of 2024. The boards started submitting participant-level data later in 2024 and have reported serving 1,506 participants. All boards provide a quarterly report for the Oregonians served to include identifiable information about the participants and qualitative narratives about the work they are doing. HECC's Office of Research and Data received data about the 1,506 participants served from eight of the nine local workforce development boards.⁹⁷ However, all local workforce development boards reported serving Oregonians with this program and connecting them to support services and to workforce development training and education programs. Therefore, Workforce Benefits Navigators likely served more participants than the 1,506 participants reported here.

Navigators are reaching participants through several channels. The program has engaged in outreach by participating in local events and forming partnerships with CBOs, creating opportunities for direct interaction with potential participants and raising awareness about available resources. Many local boards have found ways to meet potential participants in person. They report that these interactions foster trust, connection, and encouragement and enable them to better serve people who have been outside of or on the margins of the workforce development system. Boards also connect Oregonians to resources by telephone, a convenient option that provides assistance from dedicated navigators who can provide information and guidance. Some of the boards also include walk-in service options at WorkSource Centers, enabling participants to receive immediate assistance without appointments, as well as digital platforms that facilitate access to services and information. One local workforce development board reported use of a mobile office, the Mobile Employment Resource Van (MERV), which has allowed them to reach people in rural and frontier areas they have not served previously. This mobile outreach allows for career advising, job search support, and access to training resources in communities that may otherwise lack these services. By utilizing these diverse methods, the

development boards wanted to emphasize the importance of increasing accessibility by having multiple ways to access services, such as technology referral solutions, person connections—such as benefits navigators, outreach events, job fairs, etc. The boards are interested in what access points work well to learn from.

⁹⁷ Eastern Oregon Workforce Board did not submit any data about the participants served.

program effectively engages a wide range of individuals, ensuring that services are accessible to Priority Populations and anyone facing barriers to employment.

Overall, Workforce Benefits Navigators programs engage a greater proportion of diverse individuals compared to the overall labor force, including 46 percent participants of color, compared to 30 percent within the labor force, and 50 percent from rural or frontier areas, compared to 31 percent of the labor force. Workforce Benefits Navigators participants' gender and age closely aligns with that of the labor force. Additionally, the programs demonstrate a relatively high percentage of participants with disabilities and those who have been formerly incarcerated.

Table 4.8.1: Number and Percent of Participants Served by Workforce Benefits Navigator Program by Priority Population.

Priority Population	Number Served	Percent
By Race		
Asian American/Asian	19	2%
Black/African American	43	3%
Native American/Alaska Native	35	3%
Native Hawaiian/Pacific Islander	*	1%
Latino/a/x /Hispanic	254	21%
Two or More Races	209	17%
White	665	54%
By Gender		
Women	584	48%
Men	624	51%
Non-Binary	*	1%
By Age		
Ages 24 and Younger	260	20%
Ages 25-39	407	31%
Ages 40 and Older	641	49%
By Geography		
Frontier	*	1%
Rural	720	49%
Urban	754	51%
By Other Populations		
Persons Incarcerated or Formerly Incarcerated	255	17%
Federally Recognized Tribal Member	*	1%
Veteran	45	3%
Person with a Disability	280	19%
Person Identifies with LGBTQIA+ Community	51	3%

*Groups less than 10 suppressed to protect confidentiality.

The Workforce Benefits Navigators program emphasizes tailored, holistic support to connect individuals with services and workforce development opportunities that address their needs and open doors training, education, and employment. The trauma-informed approach offers flexibility in providing not only job search assistance but also workforce development and support services, which may help sustain participant engagement and improve overall outcomes.

Services

Many of the Workforce Benefits Navigators are stationed within WorkSource Centers, which allows them to work closely with local service providers, educational institutions, and community organizations. This close relationship promotes effective referrals and streamlines the navigation process for individuals seeking workforce training and support. Additionally, the partnering with the WorkSource Centers has enhanced awareness and access to a myriad of services, including workforce training, job placement assistance, and resources aimed at reducing barriers such as transportation and childcare. The program emphasizes the importance of community engagement through regular outreach efforts to inform residents about available resources, thereby fostering trust and encouraging participation.

Based on the data reported, we know that at least 1,506 participants were referred to services and/or support services since the beginning of the program. Many of these participants were helped on average 1.3 times for a total of 1,984 referrals or connections made to support services and/or workforce development training or education opportunities. Among the 1,506 participants referred, 11 percent were enrolled in a Prosperity 10,000 service after the initial referral and less than ten participants were found in other Future Ready Oregon programs. In the next annual report, we will continue to assess whether the Workforce Benefits Navigators participants enrolled in other Future Ready Oregon programs.

The program's flexibility has allowed for an intensive support approach, acknowledging that many participants require ongoing assistance beyond simple referrals. This adaptation reflects a commitment to trauma-informed care, ensuring that services are culturally and contextually relevant to each individual's unique circumstances before they are referred. The need for Workforce Benefits Navigators services may be rising as the economy tightens.

Discussion

Workforce Benefits Navigators program has now completed its first year of connecting Oregonians to workforce development and support services. The local workforce development boards' quarterly reporting on the program reveals successes and challenges from the first year.

The first success is the boards' reports that the Workforce Benefits Navigators program has improved access to workforce services for Priority Populations, especially in rural and frontier communities. By placing navigators within WorkSource Centers, going to agencies that support specific Priority Populations, and conducting outreach, the program has increased awareness of available resources.

A second success is the development of strong community partnerships resulting from the Workforce Benefits Navigators. Collaborations with local organizations and service providers are reported to play a key role in the program's functioning. These partnerships allow for more effective referrals and resource sharing, which can enable Workforce Benefits Navigators to provide better support to participants. The program's efforts to connect with culturally specific organizations appear to aid in reaching underserved populations, as navigators work to meet people where they are at both figuratively and literally.

Another theme that emerged is both a success and a challenge: the uniqueness of each local workforce development board's Workforce Benefits Navigators program. On the one hand, such uniqueness enables each program to best serve its unique region, as issues are not the same across the state. On the other hand, the inconsistency of the referral process across Oregon and with various WorkSource partners complicates efficiency and documentation and makes data tracking a complex task. Additionally, integrating the navigator role into existing workflows has revealed barriers, such as accessibility barriers with tools, like SmartSheets, that are crucial for front desk staff. Furthermore, early attempts at accurately collecting participant information faced challenges, particularly due to the fact people are less willing to give the information when they are not signing up for things. One board mentioned that some people are in crisis when they connect with navigators and are not willing to give more information about themselves than contact information. While skills in documentation have improved over the first year of serving participants, achieving a balance between engaging participants and collecting participant data for a possible one-time interaction has been challenging.

Finally, positioning the Workforce Benefits Navigators within local workforce development boards provides two-way support. First, navigators can help meet the needs of participants in workforce development programs managed there. The navigators also know when programs are waitlisted and when there is an unmet demand due to their connection. Second, the insights they have gained about participant need and unmet demand provides feedback into improving workforce development programs that are also managed by the boards.

Conclusion

The Workforce Benefits Navigators pilot program has advanced access to workforce services for Future Ready Oregon Priority Populations, with particular success in rural and frontier communities. Workforce Benefits Navigators engage in outreach efforts, visiting areas with historically limited access to resources and connecting residents with essential programs. By fostering community partnerships and collaborating closely with local organizations, the program has raised awareness about available workforce services, creating a stronger network of support for participants.

The Workforce Benefits Navigators program administrators emphasize tailored, trauma-informed care, meeting individuals where they are and addressing their specific needs. The programs have adapted to provide more intensive support for some participants, recognizing the complexities of their situations. Continued investment in community partnerships and responsive service delivery is necessary as the Workforce Benefits Navigators program evolves, particularly in light of economic uncertainties and the ongoing need for robust support systems to serve marginalized communities.

CONCLUSION

All eight Future Ready Oregon programs, including the three that have concluded, have demonstrated their capacity to operate effectively in pursuit of their goals of increasing economic prosperity and improving equity. Among the six direct service programs—Prosperity 10,000, Career Pathways, Registered Apprenticeships, Youth Programs, Workforce Ready Grants, and Workforce Benefits Navigator—we observed a significant rise in participant numbers, with the exception of Registered Apprenticeships that ended in the last year. Notably, the percentage of participants identifying with one or more Priority Populations ranges from 87 percent to 95 percent, in addition to low-income, indicating that nearly all participants could be counted as belonging to these underrepresented groups. Service completion rates across all direct service programs remain high, further demonstrating effectiveness. Additionally, we found high job placement rates among participants who were unemployed prior to their involvement, along with significant wage increases for those who were employed both before and after receiving services. However, while there are indicators of improved employment outcomes, limitations in the data reporting do not allow us to fully generalize these results. Overall, these outcomes illustrate that Future Ready Oregon is successfully advancing its objectives of fostering prosperity and enhancing equity within the workforce.

Future Ready Oregon has emerged as a significant player in workforce development. Through collaboration with community-based organizations, education institutions, and employers, all eight programs have effectively built strategic partnerships and conducted the work of each eight programs leading with equity. They built trust with the communities they serve, such as employers or labor representatives, and built processes to better serve all Oregonians. By implementing tailored outreach strategies and prioritizing the availability of wrap-around support services, these programs address specific challenges faced by participants. Future Ready Oregon emphasizes continuous improvement, especially through feedback mechanisms to ensure alignment with both employer and community needs. By focusing on fostering equity and inclusiveness, Future Ready Oregon strives to create supportive environments that empower Oregonians, especially those who face systemic barriers, to embark on a workforce development pathway toward long-term economic stability.

CHAPTER 5: IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSION

This report examines the impact of Future Ready Oregon on the state's economic prosperity and equity within the context of Oregon's economic and educational systems. Both overall and for each of the individual programs, it outlines the progress made toward achieving the program's goals and the impacts of the investment. This chapter summarizes these findings, explains their implications, and provides recommendations for the final year of funding and for future workforce investments.

SUMMARY

Economic and Educational Landscape

This year's overview of Oregon's economic and educational landscape reveals progress and challenge for workforce development, including Future Ready Oregon. The need for more workers remains high, as labor force participation in general remains low. Future Ready Oregon programs are successfully engaging a higher proportion of Priority Populations—including Communities of Color, rural and frontier residents, youth, and women—compared to the broader labor force, which is essential for advancing workforce equity and expanding the labor force. Even more promising is that those participants who are employed after completing their Future Ready Oregon services are also more diverse than the labor force, with regard to some communities of color, women, rural workers, and younger workers (including both those previously employed and those newer to employment).

However, a representation gap persists for older workers, who are underrepresented among participants, compared to their share of Oregon's labor force. This is concerning given the state's aging population and growing need for mid-career and older workers to help fill labor demands. Rural counties face more acute staffing shortages due to an older workforce and limited mid-career replacements, while metropolitan areas benefit from larger pools of younger workers. Without intentional focusing on workers aged 40 and older and enhanced recruitment efforts in rural areas, Oregon risks facing severe labor shortages as many older workers retire.

Future Ready Oregon prioritizes workforce development in high-demand, high-wage sectors such as healthcare, manufacturing, and technology. These industries' projected growth through 2033 remains strong, but the near-term outlook is uncertain due to recent federal policy, budget, and trade changes, particularly within the export-dependent manufacturing sector. The rapid growth of healthcare employment reflects a different challenge: the increasing demand for healthcare services, spurred by an aging population, alongside growing worker shortages as workers retire. Many of the occupations with the largest projected growth call for workers with postsecondary education and training. Since its launch in Spring 2022, Future Ready Oregon has made initial strides in increasing educational attainment, with 19 percent of participants having earned credentials by June 2025.

Future Ready Oregon Overall

Participants in Future Ready Oregon programs represent all of the Priority Populations laid out in the legislation. Moreover, with the exception of older adults and Veterans, Priority Populations have

higher representation among participants than their representation in the population as a whole. Virtually all participants come from low-income backgrounds, and more than half represent communities of color. These include those who identified as two or more races (16 percent), as Latino/a/x/Hispanic (15 percent), as Black/African American (six percent), as Asian American/Asian (three percent), as Native American/Alaska Native (three percent), and as Native Hawaiian/Pacific Islander (less than one percent). In contrast, 47 percent of participants identified as White, compared to 73 percent in Oregon's total population. By gender, participants are evenly split between women and men (49 percent), and two percent identified as non-binary. The largest age group among participants is those aged 24 and younger (39 percent), which is significantly overrepresented compared to the 12 percent of this age group in Oregon. Conversely, individuals aged 40 and older comprise 29 percent of participants, in stark contrast to the 61 percent observed in the state's total population. Geographically, 40 percent of participants reside in rural areas, with an additional three percent in frontier regions. Two percent of participants reported belonging to a federally recognized tribe, but only two percent identified as veterans. Finally, 18 percent of participants identified as incarcerated or formerly incarcerated, and six percent identified as LGBTQ+.

Future Ready Oregon does not limit the number of services available to participants; instead, many programs deliberately provide multiple services to enhance workforce readiness and offer comprehensive support throughout training. As of June 30, 2025, Future Ready Oregon has delivered 82,670 services, averaging three per participant. The most commonly provided workforce development services include career coaching (20,252 services to 25 percent of participants), general career exploration (10,098 services to 19 percent), and workforce development training (9,060 services to 26 percent). The programs have consistently achieved near-100 percent completion rates for shorter services, such as career coaching and general career exploration, while even longer services have maintained robust success, with 85 percent completion seen in paid work experience.

Employment outcomes of Future Ready Oregon participants suggest that many may have reduced their working hours to participate in the program or that they began to participate shortly after losing a job. Both situations emphasize the value of the wraparound support services that Future Ready Oregon funds can provide. It also indicates that participants were likely not using the program solely to upskill for higher-hour jobs but may have aimed to transition to different types of jobs.

The impact on participants' economic prosperity is evident, with 74 percent of those previously unemployed successfully finding jobs—an increase of nearly 10 percentage points from the previous year. The median time to employment was just one quarter (i.e., three-month period), and most participants securing jobs within two quarters of their involvement. Moreover, participants experienced significant wage increases post-participation. Participants' median quarterly wage rose by \$1,670 (nearly 30 percent), and the median hourly wage rose by \$3.26 (18 percent). These wage gains appear to be driven by increases in hourly wages rather than additional hours worked, as participants remained about as close to full-time employment after participation as before.

Despite limitations in data, particularly concerning Priority Populations and the social security numbers need to track employment outcomes, the available evidence suggests that Future Ready

Oregon is making significant strides toward its objectives of increasing labor force participation, meeting employer demands, and enhancing access to well-paying careers for Priority Populations. As Future Ready Oregon approaches its final year, it has expanded its reach to tens of thousands of Oregonians, maintained high program completion rates, and achieved measurable improvements in both employment rates and wages for participants. Continued tracking of these employment outcomes will be needed to fully understand the initiative's long-term effects on Oregon's workforce and economy beyond the expenditure deadline, and doing so will require continued efforts to enhance data collection.

Eight Programs

Prosperity 10,000. Prosperity 10,000, administered by the HECC and local workforce development boards, is a key initiative within Future Ready Oregon that both builds on existing processes and aims to reach Priority Populations through new partnerships and practices. With specific goals for participation, gender representation, service completion, job placement, and wage rates, the program has already served 9,730 participants in just over three years, achieving 97 percent of its participant goal. The program has a goal of 50 percent of its participants being women, and as of June 2025, 45 percent were. In addition, 95 percent of participants identified with one or more Priority Population above and beyond being low-income. The program boasts a service completion rate of 97 percent, well beyond its goal of 80 percent. Its job placement rate also surpasses the program's goal; 80 percent of participants who were previously not employed found jobs, compared to the goal of 75 percent. Median hourly wages increased from \$18.78 to \$22.45, with 75 percent of participants earning at least \$18 per hour (also surpassing a program goal), and high rates of collecting social security numbers mean these results are generalizable to all participants. Overall, Prosperity 10,000 demonstrated effective outcomes through its flexible programming, community partnerships, and focused outreach. It reflects a strong model for inclusive workforce development to expand economic opportunities for Priority Populations across Oregon.

Career Pathways. The Career Pathways program, funded in 2022-23 by Future Ready Oregon, also builds on existing frameworks by focusing on capacity building to better serve Oregonians, particularly those from Priority Populations. The program has assisted 5,568 participants by June 2025, and 91 percent of them identified with one or more Priority Populations in addition to being low-income, among those who reported data. All participants receive various forms of the intensive support services that are central to the Career Pathways initiative. By June 2025, half of the participants earned a certificate or degree, and initial employment outcomes were positive. Most participants (73 percent) who were unemployed before joining Career Pathways secured employment following their services, and both total quarterly and hourly wages increased. Among participants who were employed before enrolling in the program, the median hourly wage rose from \$17.42 to \$21.72. These results can be reasonably generalized to the broader group of Career Pathways participants. However, the impact of Future Ready Oregon's investment in Career Pathways on improving access and quality remains uncertain. Although Career Pathways has been an ongoing initiative within Oregon's community colleges since 2007, the effects of the pandemic on enrollment and inconsistent reporting of Career Pathway students over the years hinder the assessment.

Registered Apprenticeships. Similar to Prosperity 10,000 and Career Pathways, the Registered Apprenticeship Program administered by the Bureau of Labor and Industries (BOLI) leverages existing processes and infrastructure to broaden workforce development. For the Registered Apprenticeships program, it expands earn-and-learn career training opportunities for a diverse set of Oregonians to address labor shortages in healthcare, manufacturing, and construction. By June 2024, the program had successfully served 1,223 participants. Among participants who reported their characteristics, a significant 89 percent identified with one or more Priority Population beyond the low-income communities from which participants came. The overall service completion rate was 89 percent, and most services achieved completion rates between 80 and 98 percent. Employment outcomes for Apprenticeship participants show substantial increases in both total quarterly and hourly wages; median hourly wages rose from \$17.25 to \$21.88. These results can be cautiously applied generally to all Apprenticeship participants; they are based on data from 61 percent of participants who reported their SSNs. However, the constraints of one-time funding with a short timeline raised challenges due to a mismatch with the standard but lengthy registration processes for new apprenticeships. It required rapid program launches that limited program development and sustainability, revision of grant terms and processes, and need to enhance agency capacity to manage a growing system. As a result, very few individuals from newly established pre-apprenticeship programs (one-third of the grants) progressed into apprenticeship programs.

Youth Programs. The Future Ready Oregon Youth Programs, managed by Youth Development Oregon, build on and enhance existing processes and infrastructure to deliver re-engagement and workforce development services to youth throughout the state. By June 2025, the program had served 3,970 participants and achieved a high overall service completion rate of 92 percent. The most frequently offered services included early career skills, workforce development training, career coaching, and paid work experience. Although employment outcomes are promising, they cannot be generalized to all of the Youth Programs participants because they are based on only 22 percent of participants. Among those participants with reported data, median hourly wages increased from \$15.35 to \$17.05 after completing the program.

Credit for Prior Learning. The Credit for Prior Learning program, managed by the HECC, sought to enhance the availability of Credit for Prior Learning opportunities in Oregon's public universities and community colleges. Five out of the eight public universities and 14 of the 17 community colleges in Oregon applied for and received Future Ready Oregon funding to broaden their Credit for Prior Learning offerings. The grant was applicable only for the 2022-23 academic year. A major achievement of this Future Ready Oregon investment is the continued cross-college problem-solving beyond 2022-23 that resulted in all community colleges submitting student-level data on credit for prior learning earned in 2024-25. This is the first complete dataset on credit for prior learning initiatives from all 17 community colleges. However, due to having only one year of data, we are unable to assess trends (increases or decreases in the credit) at community colleges at this time. In contrast, public universities have shown an overall increase in the number of students and in the proportion of new students earning credit for prior learning in both grant-receiving and non-grant-receiving public universities. The public universities that received the grant experienced a greater increase in credits earned for prior learning, particularly for the types of learning that occurs after

high school (e.g., Advanced Placement) and earned by older adults, compared to institutions that did not receive funding.

Workforce Ready Grants. The Workforce Ready Grant program is the largest of the eight initiatives under Future Ready Oregon, providing workforce development grants to enhance capacity and deliver innovative services to Oregonians in the healthcare, manufacturing, and technology sectors. This emphasis on new practices has fostered a statewide network for resource sharing, best practices, and problem-solving among grantees, along with stronger collaboration among industry partners. Throughout its three rounds of funding, the program has served 8,046 participants, representing an increase of over 400 percent since last year after grantees in its largest round of funding got programs underway. A significant majority of participants, 87 percent, are from one or more Priority Populations beyond the low-income communities from which virtually all participants come (among those who reported data). The program attained an overall service completion rate of 92 percent. However, initial employment outcomes cannot be generalized to all Workforce Ready Grants participants because of the absence of social security numbers for 57 percent of participants. We observed that median wages increased by \$2.23 per hour, rising from \$18.97 before service to \$21.20 after service among those who did share their social security number. Continued efforts to refine service delivery, maintain engagement with community partners, and adapt to evolving circumstances position the Workforce Ready Grants program as a strong element of Oregon's workforce development strategy for healthcare, manufacturing, and technology over the past three years.

Industry Consortia. Similar to the Workforce Ready Grant program, the Industry Consortia are a new initiative in the Future Ready Oregon investment. They feature shared leadership to identify and promote innovative approaches within Oregon's workforce system, specifically in the healthcare, manufacturing, and technology sectors. The Consortia are tasked with identifying workforce needs and high-value credentials, developing effective recruitment and retention strategies, and expanding access to educational and training opportunities within each sector. The consortia have established collaborative partnerships across business, labor, education and training, and community-based organizations to achieve these objectives. The consortia have effectively implemented multiple kinds of levers to create the systemic change in workforce development that is their goal. They shaped the use of existing funding and pursued new funding sources, conducted ongoing review of relevant research and data in their planning and decision-making, set priorities for Round Three of the Workforce Ready Grants, gathered employer feedback on workforce development challenges, studied successful innovations and equity practices in workforce development programs, and sought greater equity and inclusion as goals of workforce development. Their multifaceted actions indicate they are laying a good foundation to create systemic change. Because the consortia themselves are small (relative to the constituencies they represent) and because such change requires years of sustained work and funding, the consortia's work to date is best understood as laying necessary groundwork for systemic change rather than as evidence of change as of yet.

Workforce Benefits Navigator. Oregon's nine local workforce development boards each received \$1 million to pilot the Workforce Benefits Navigators program in their respective regions. These programs create referrals for Oregonians to access available services and supports they need to achieve sustainable employment. Each board has successfully hired either navigators or coordinators

to manage their Workforce Benefits Navigators programs. While all programs share a common purpose and set of goals, the strategies employed by each board to implement the program differ according to regional needs. Workforce Benefits Navigators actively engage in outreach, visiting areas with historically limited access to resources and linking residents to essential programs. By building community partnerships and collaborating with local organizations, the program has enhanced awareness of available workforce services and created a more robust support network for participants. Since initiating the programs in 2024, they have served 1,506 participants, although this number may be an undercount, as one board has not submitted data (though they provided narrative reports of participant engagement). Administrators of the Workforce Benefits Navigators program emphasize a tailored, trauma-informed approach to care, meeting individuals where they are and addressing their specific needs.

Through these programs, Future Ready Oregon has emerged as a key player in workforce development, successfully leveraging community partnerships to enhance outreach and engage Priority Populations. Through collaboration with community-based organizations, educational institutions, and employers, the six direct-service programs have built trust and increased participation among underserved groups. By implementing tailored outreach strategies and providing wrap-around support services, these programs have effectively addressed specific challenges faced by participants. The findings suggest that the Future Ready Oregon programs have made consistent contributions to a more equitable workforce development system in Oregon, collectively engaging 27,434 individuals, reaching all Priority Populations, and enabling the majority to complete services and secure employment with rising earnings. However, caution is warranted when generalizing employment outcomes, as data limitations and the early stage of some programs affect the comprehensiveness of the results. The work of Future Ready Oregon grantees and staff indicate they remain committed to continuous improvement, to aligning the initiatives with community needs, and to fostering equity and inclusiveness.

IMPLICATIONS

Collectively, these findings point back to the questions posed in the introduction of this report: Does Future Ready Oregon lead to greater economic prosperity? Does Future Ready Oregon lead to greater equity?

Does Future Ready Oregon lead to greater economic prosperity?

One of two primary goals of Future Ready Oregon is enhancing economic prosperity for individuals, communities, businesses, and the state by drawing new workers into the labor force and equipping both new and existing workers for employment and career advancement. The initiative aims to facilitate new postsecondary credentials and improve pathways to high-demand fields for both new and existing workers. Evidence from the first four years indicates that these investments are yielding positive economic outcomes. Nearly 30,000 Oregonians accessed workforce development and support services. Current initiatives, including Prosperity 10,000, Career Pathways, Workforce Ready Grants, and Workforce Benefits Navigators, are producing strong employment results: job placement rates exceeding 70 percent, most participants finding employment within six months, and wage gains.

Participants who were employed prior to engagement with Future Ready Oregon experienced significant wage increases, with a median gain of \$3.26 per hour. For businesses and industries, a notable proportion of participants trained in healthcare, manufacturing, and technology have obtained credentials in their fields, helping with labor shortages. Furthermore, participants who were not employed before receiving training have become employed, and early credentialing data indicates that 19 percent have earned new postsecondary qualifications.

Overall, the program appears to be helping existing workers obtain better-paying jobs and new career opportunities that align with employer needs. However, the scale of these positive effects and their extent for individuals and industry remain unclear and depends on tracking employment outcomes and industry and labor force impacts through the entire program's completion next year.

Does Future Ready Oregon lead to greater equity?

The next primary goal of Future Ready Oregon is to promote greater equity within the workforce development system and the labor market as a whole. Virtually all participants are low-income, one of the legislation's ten Priority Populations. Beyond income status, 91 percent of participants who reported their identities belong to one or more of the remaining nine Priority Populations.

Participation is only the initial stage of workforce development, however. Service completion, employment, and wage gains are also necessary for a successful program. The results show that service completion rates in Future Ready Oregon programs are consistently high across all Priority Populations and programs. Overall completion rates exceed 90 percent for all priority groups. This consistency demonstrates the effectiveness of grantees' and agencies' work to engage communities and provide equitable services and training. Additionally, median hourly wages increased for every Priority Population after participating in the program. Relatedly, job placement rates are high for nearly all Priority Populations as well, and the diversity of those who were employed after services remained high. Taken together, these findings indicate that Future Ready Oregon is contributing to greater equity in Oregon's workforce development system.

In addition to these key quantitative outcomes, grantees consistently report that strong partnerships and flexible funding are key factors that enable them to reach participants from Priority Populations effectively. By collaborating with community organizations and partners, they enhance outreach efforts and tailor services to meet the unique needs of these groups. Furthermore, involving individuals from Priority Populations in the co-creation of workforce training delivery ensures that programs are relevant, accessible, and responsive to the specific challenges faced by the communities they aim to serve.

Despite these encouraging findings, certain challenges remain. Notably, older Oregonians are underrepresented among Future Ready Oregon participants compared to both the general population and the labor force. This disparity raises equity concerns, as older workers are more susceptible to age discrimination. Furthermore, it poses economic concerns for businesses and the state, particularly as Oregon's population ages.

Is Future Ready Oregon Effective?

The answers to the two questions above bring us to the most fundamental question of this assessment: Is Future Ready Oregon effective? Although outcomes will continue to unfold because the program is still underway, answers to this question are beginning to emerge, and they are mostly positive. In addition to the positive impacts on economic prosperity and equity, we see effectiveness in several ways. First, expanding workforce training to new Oregonians is an essential part of filling labor shortages and of creating a more equitable system and one of the goals of Future Ready Oregon. This year's report shows that the initiative has successfully reached individuals who were previously unserved by Title I of the federal Workforce Innovation and Opportunity Act (WIOA), the other large, publicly funded workforce development program. Second, innovation in workforce development is also a necessary element of filling labor shortages and advancing equity and another goal of Future Ready Oregon. Evidence of innovation is consistently apparent in individual grantee programs and in the work for systemic change, such as with the Industry Consortia. Third, the partnerships many education and training programs have built with labor, business, and community-based organizations have made for more effective programs. These partnerships have increased information sharing, made workforce development opportunities more available, and strengthened training programs' effectiveness, particularly among those who have been marginalized from education and training and the economy. This also contributes to an expansion of the labor force. Fourth, feedback from grantees indicates that flexible funding contributes to effectiveness by raising participation and completion rates with the individualized support of wraparound services.

At the same time, these successes are limited in scale. Across all programs, the healthcare industry gained at least 1,360 workers from Future Ready Oregon programs, and the manufacturing industry gained at least 341 workers (including both those who were employed prior to services and those who were not employed). We note that this is certainly an undercount because many workers did not report their social security numbers and cannot be identified in the labor force. However, over the next ten years, the healthcare industry is projected to have 15,400 openings for workers, and the manufacturing industry is projected to have 11,800 openings. Labor force needs of this scale require not only the effective practices described above but likely continued investment as well, especially for the manufacturing sector.

Answers to the question of Future Ready Oregon's effectiveness will also be a focus in the coming year. With a fuller set of data that allow us to track participation and outcomes for all participants, we will be able to improve our understanding of Future Ready Oregon's impact on the size of the labor force and workforce development system. Such data will also enable us to analyze longer-term employment outcomes that give insight into the stability of labor force expansion, particularly in key industries. We will also continue to examine the impact of new partnerships in terms of improved alignment between employers and workforce development providers.

RECOMMENDATIONS

We finish this year's report with four key conclusions and the recommendations that follow.

Conclusion 1. The positive outcomes found in this year’s analysis increasingly appear to be the result of two themes in Future Ready Oregon: the availability of wrap-around support services and the development of new partnerships across organizations. Even when participants do not require wraparound support services, having them available has transformed how grantees interact with participants. Grantees consistently emphasized that their access to wrap-around supports is one of the most significant benefits of Future Ready Oregon; it empowered practitioners to engage with participants more meaningfully and fostered relationship-building between staff and participants that helped facilitate participants’ successful outcomes. As one participant described, the "relentless support" from program administrators instilled a sense of care that increased his motivation and confidence. Thus, the successes described above lie not only in the actual use of support services but in the empowering effect that flexible funding has on fostering strong relationships that lead to better outcomes.

Across the specific Future Ready Oregon programs, grantees also built new partnerships that broadened their expertise and led to more effective workforce training. They described new and stronger relationships with local community organizations, local educational institutions, and local employers. These relationships increased the grantees’ outreach and tailored their workforce development strategies to the participant and business communities they were serving. Within Priority Populations, the partnerships fostered trust, and with businesses, they aligned training to employer needs. In short, these partnerships enabled grantees to develop and deliver workforce training that was more effective than they could develop alone.

Administering agencies, grantees, and participants all agree that the availability of wrap-around supports has been a key ingredient in the number of participants engaged, the high completion rates, and the strong employment outcomes of Future Ready Oregon. In addition, grantees, workforce development partners, businesses, community-based organizations, and Industry Consortia all agree that their partnerships have enhanced the effectiveness of these initiatives for both participants and for alignment with employers’ needs as well. Such consistent impacts should be expanded. We therefore recommend that current and future workforce development keep community-centered and person-centered approaches, including partnerships and wraparound support services, at the forefront of their design and delivery of services.

Recommendation: Use community-centered and person-centered approaches to workforce development, including partnering with local organizations and maximizing use of wraparound support services

Conclusion 2. Although Future Ready Oregon workforce development has reached Priority Populations extensively, it has reached relatively few older adults. Oregonians ages 40 and older are underrepresented among participants and among those employed after services, compared to their presence both in the labor force and in the population at large. This group is an essential part of filling the state’s labor shortages and is at risk of facing discrimination on the basis of age.

Oregon's population is aging, as the share of middle-aged and older adults is expected to continue to grow substantially by 2030. This means that simultaneously, a growing number of workers will retire, while the younger adults who could replace them are not growing as a share of the population. Oregonians ages 40 and up will be needed to fill this gap, particularly in rural areas. Drawing more of these Oregonians into workforce development is a primary way to address this shortage. Both those who are not consistently employed and those who are consistently employed can upskill and find financial stability with the right strategies, and we recommend that current grantees and future state investments focus on this group explicitly.

Recommendation: Intensify outreach and engagement efforts to adults ages 40 and older

Conclusion 3. Underreporting of participant social security numbers (SSNs) impedes our knowledge about the impacts of Future Ready Oregon on individuals, on businesses and industry, and on the state. Grantees collected SSNs from only about half of participants, and this results in significant limitations around most of the employment outcomes described here. Some individual programs show strong employment rates and wage gains that are generalizable, others do not have enough reporting of social security numbers to draw conclusions about employment with confidence. Moreover, the limited SSN reporting means we cannot determine the actual number of new workers Future Ready Oregon has contributed to alleviate shortages in healthcare and manufacturing, nor can we calculate the contributions to alleviating regional shortages. Expanding the reporting of SSNs is central to accurately measuring the full impact of Future Ready Oregon. It limits the state's ability to assess the effectiveness of Future Ready Oregon or future workforce development programs. This, in turn, prevents programs from making informed improvements and the Legislative Assembly from making informed investments. To ensure comprehensive information and evaluation, we recommend that programs still operating in 2026 improve their collection of participants' SSNs.

Recommendation: Increase reporting of social security numbers to measure employment and educational outcomes

Conclusion 4. Future Ready Oregon has demonstrated many strong outcomes. It is reaching new people and a greater number of people than the state's workforce development system was able to reach previously. These participants are experiencing strong employment outcomes: those who were not employed are finding jobs after services and finding them quickly, and those who were employed are experiencing wage gains. Moreover, participants across all programs are more diverse than the overall labor force, and job placement rates are high for nearly all Priority Populations, indicating that Oregon's labor force and workforce development system are more diverse under Future Ready Oregon. These positive results reflect agencies' and grantees' work to equip individuals with the skills and support they need to succeed in the labor market. Because these outcomes are still developing,

continued tracking of Future Ready Oregon’s impact on expanding the labor force and on individual employment outcomes is essential in the coming year.

However, the state is still facing sizable labor shortages, and funding for Future Ready Oregon is set to expire on December 31, 2026. Oregon’s business climate and economy depend on well-paying jobs and having workers who can fill them. Future Ready Oregon’s reach to Oregonians who were not employed and had not engaged with the workforce development system previously, combined with its positive employment outcomes, show it to be an approach that can help fill this gap. Future investments should be modeled after the most successful programs and grantees within Future Ready Oregon, in terms of prioritizing partnerships, offering wraparound support, reaching Priority Populations, demonstrating positive employment outcomes, and collecting SSNs to assess impact. For example, Prosperity 10,000 and Workforce Ready Grants provide multiple examples of grantees using these strategies. Other programs that provide fewer services, including Workforce Benefits Navigators and Industry Consortia, also illustrate the benefits of building partnerships and being innovative to accomplish their goals. We recommend that the state consider additional investment in innovative and equitable workforce development initiatives.

Recommendation: Extend investment in equitable and innovative workforce development, drawing on successful models and insights to maximize labor force expansion and economic prosperity for all Oregonians.

CONCLUSION

When Future Ready Oregon began nearly four years ago, the investment was designed to use innovative strategies with existing infrastructure to address persistent labor shortages and inequities in Oregon’s economy and workforce development system. Since that time, programs have stood up, built infrastructure, and delivered services, and some have completed their work. We documented this work with four reports of the investment’s progress to date, and these evaluations, at different stages of the program, have all shown positive outcomes. Though not universally positive, the outcomes have increasingly shown improvements on both economic and equity measures. As we look ahead to the final year of Future Ready Oregon services to participants, we find the investment has consistently aligned with its goals, and we look forward to identifying its impacts even more fully in the coming year.

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

This Appendix details the measures required to be included in the Future Ready Oregon annual report per ORS 660.364. For each required element, Table A.1 below lists the source of data, the inclusion status for this year's report, and, for measures included, the time covered. Data come from a variety of sources for these measures, including state and federal agencies, educational institutions, Future Ready Oregon grantees, and others. For all of these sources, cleaning and analyzing data takes several months, and new data collections extend this time further as processes are put in place. For this reason, available data often lag months or years between collection and reporting. All measures for which data are available at the time of the report's writing are included each year.

Table A.1. Future Ready Oregon Reporting Requirements.

Statute	Measure	Report Inclusion	Data Source	Time Period Covered
12.(1)(a)(A) 12.(1)(b)(A)	Number of individuals from priority populations registering for programs	All reports beginning with Year Two report	<ul style="list-style-type: none"> • Future Ready participant data • Future Ready service data 	Spring 2022 to Quarter 2 of report year
12.(1)(a)(A) 12.(1)(b)(A)	Number of individuals from priority populations completing programs	All reports beginning with Year Two report	<ul style="list-style-type: none"> • Future Ready participant data • Future Ready service data 	Spring 2022 to Quarter 2 of report year
12.(1)(a)(B) 12.(1)(b)(B)	Job placement rates of participants	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • OED Unemployment Insurance wage data 	2020 through Quarter 2 of report year
12.(1)(a)(B)	Wages and salary earnings	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • OED UI wage data 	2020 through Quarter 2 of report year
12.(1)(a)(B)	Health and retirement benefits provided for participants	All reports beginning with Year Four report	<ul style="list-style-type: none"> • Future Ready participant data • Survey of former participants 	To be determined
12.(1)(a)(C) 12.(1)(b)(C)	Description of new or expanded workforce programs, incl. for youth paid work experiences	All reports as needed	<ul style="list-style-type: none"> • Program documents • Interviews with HECC staff • Surveys of grantees 	Varies by program

Statute	Measure	Report Inclusion	Data Source	Time Period Covered
12.(1)(a)(D)	Types and amounts of supports and services	All reports as needed	<ul style="list-style-type: none"> • Program documents • Interviews with HECC staff • Surveys of grantees 	Varies by program
12.(3)(a)	Statewide labor force participation rates, overall and by race, age, gender and geographical area	All reports	<ul style="list-style-type: none"> • OED • U.S. Census Bureau • OHSU geography classification 	2022 to Quarter 2 of report year
12.(3)(a)(A)	Long-term employment projections for health care and manufacturing	All reports	<ul style="list-style-type: none"> • OED UI wage data 	10-year projections
12.(3)(a)(B)	Progress made toward statewide educational attainment goals	All reports	<ul style="list-style-type: none"> • Community college, public university, private career school student data • Aggregate totals from private, exempt institutions 	1.5 year lag from report year
12.(3)(a)(C)	Projections related to postsecondary educational attainment needs	All reports	<ul style="list-style-type: none"> • OED employment projections • OED occupational wage data 	10-year projections
12.(3)(b)(A) 12.(3)(b)(B)	The percentage of participants, compared to share of statewide labor force, by race, gender	All reports beginning with Year Two report	<ul style="list-style-type: none"> • OED UI wage data • U.S. Census Bureau • OHSU geography classification • Future Ready participant data 	Spring 2022 through Quarter 2 of report year
12.(3)(b)(C)	The percentage of participants who received a postsecondary credential, compared to share of statewide labor force, by race, age, gender and geographical area	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • National Student Clearinghouse data • OED UI wage data • U.S. Census Bureau • OHSU geography classification 	Spring 2022 through Quarter 2 of report year
12.(3)(b)(D)	The percentage of participants who received a postsecondary credential, compared to statewide education goals, by race, age, gender and geographical area	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • National Student Clearinghouse data 	Spring 2022 through Quarter 2 of report year
12.(3)(b)(E)	Job placement rates of participants, compared to long-term employment	All reports beginning	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data 	2020 through

Statute	Measure	Report Inclusion	Data Source	Time Period Covered
	projections for health care and manufacturing, by race, age, gender, geography	with Year Three report	<ul style="list-style-type: none"> • OED UI wage data • OHSU geography classification 	Quarter 2 of report year

APPENDIX B: TRAUMA-INFORMED DATA COLLECTION



Future Ready Oregon Trauma Informed Data Collection

March 23, 2023

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

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

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

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

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

Basic Tenets of Trauma-Informed Data Collection:

- Trauma takes many forms. Trauma can be a one-time incident like an assault or serious accident, a chronic situation like domestic violence or war, or can result from generations of discrimination and maltreatment of a specific culture or people.

- Compassion and empathy is key to trauma-informed data collection. Be sure to listen and respond to the questions and concerns of the participants responding to the questions. Be prepared to engage with people of different backgrounds in an empathetic, non-judgmental way.
- Provide participants with the ability to control how they respond to the questions since trauma often includes loss of control for a person.
- Transparency is crucial for trauma informed data collection. Make it clear what types of questions you will ask in the introduction, why we ask the questions, and what we will do with the information collected.
- Consider environmental, political, and interviewer factors that may remind participants of aspects of their trauma.

Guidelines for answers to questions from Future Ready Oregon participants

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

What not to say:

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

What to say:

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

Responses to Potential Participants' Questions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1. **Respondent:** Who looks at this information?

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

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

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

APPENDIX C: OREGON CIVILIAN NON-INSTITUTIONALIZED POPULATION LABOR FORCE PARTICIPATION

Table C.1: Oregon Civilian Non-Institutionalized Population Labor Force Participation Trends by Demographic Characteristics.

	2018	2019	2020	2021	2022	2023	2024
Overall Labor Force Participation Rate (ages 20-64)		78%	78%	77%	79%	80%	81%
Overall Labor Force Participation Rate (ages 16 and older)		63%	63%	62%	62%	63%	63%
By Race (ages 16 and up) LFPR							
Asian alone		67%	65%	66%	70%	71%	71%
Black or African American alone		65%	66%	64%	71%	67%	69%
Hispanic or Latino origin (of any race)		73%	73%	72%	73%	74%	74%
Native American and Alaska Native alone		63%	60%	68%	67%	66%	63%
Native Hawaiian and Other Pacific Islander alone		*	0.748	*	*	*	*
Two or more races		67%	69%	67%	68%	70%	69%
Some other race alone		75%	73%	72%	72%	72%	69%
White alone		62%	62%	60%	60%	60%	69%
By Sex (ages 20--64) LFPR							
Men		82%	82%	81%	82%	83%	84%
Women		75%	74%	74%	76%	76%	78%
By Geography Type LFPR*							
Frontier	52%	52%	52%	52%	52%	52%	
Rural	55%	55%	56%	56%	56%	56%	
Urban	66%	66%	66%	66%	66%	66%	
By Age Percent of Labor Force							
16 to 19 years		40%	40%	42%	44%	43%	43%
20 to 24 years		78%	78%	76%	80%	80%	80%
25 to 34 years		83%	83%	83%	85%	84%	85%
35 to 44 years		83%	83%	83%	83%	84%	84%
45 to 54 years		83%	81%	81%	82%	83%	83%
55 to 64 years		64%	63%	63%	64%	64%	65%
65 years +		17%	17%	16%	17%	17%	17%

Source: U.S. Census, Table S2301;

<https://data.census.gov/table/ACSST1Y2023.S2301?t=Employment+and+Labor+Force+Status&g=040XX00US41>.

*Data from U.S. Census, Table DP03;

[https://data.census.gov/table/ACSDP5Y2022.DP03?t=Employment%20and%20Labor%20Force%20Status&g=040XX00US41\\$8600000](https://data.census.gov/table/ACSDP5Y2022.DP03?t=Employment%20and%20Labor%20Force%20Status&g=040XX00US41$8600000).

Table C.2. Oregon Civilian Non-Institutionalized Population Three Year Rolling Average of Labor Force Participation Trends.

	2021	2022	2023	2024
Overall Labor Force Participation Rate (ages 20-64)	78%	78%	79%	80%
Overall Labor Force Participation Rate (ages 16 and older)	62%	62%	62%	63%
By Race (ages 16 and up) LFPR				
Native American and Alaska Native alone	64%	65%	67%	65%
Asian or Asian American alone	66%	67%	69%	70%
Black or African American alone	65%	67%	67%	69%
Hispanic or Latino origin (of any race)	73%	73%	73%	73%
Native Hawaiian and Other Pacific Islander alone	75%	75%	--	--
Two or more races	67%	68%	68%	69%
Some other race alone	73%	72%	72%	73%
White alone	61%	61%	60%	60%
By Sex (ages 20--64)				
Men	82%	82%	82%	83%
Women	74%	74%	75%	76%
By Geography Type (ages 16 and older)*				
Frontier	52%	52%	52%	
Rural	56%	56%	56%	
Urban	66%	66%	66%	
By Age				
16 to 19 years	41%	42%	43%	43%
20 to 24 years	77%	78%	78%	80%
25 to 34 years	83%	84%	84%	85%
35 to 44 years	83%	83%	83%	84%
45 to 54 years	82%	81%	82%	83%
55 to 64 years	63%	63%	64%	65%
65 years +	17%	17%	17%	17%

Source: U.S. Census, Table S2301;

<https://data.census.gov/table/ACSST1Y2023.S2301?t=Employment+and+Labor+Force+Status&g=040XX00US41>.

*Data from U.S. Census, Table DP03;

[https://data.census.gov/table/ACSDP5Y2022.DP03?t=Employment%20and%20Labor%20Force%20Status&g=040XX00US41\\$8600000](https://data.census.gov/table/ACSDP5Y2022.DP03?t=Employment%20and%20Labor%20Force%20Status&g=040XX00US41$8600000).

APPENDIX D: FUTURE READY OREGON GRANTEES AND FUNDING SOURCES

Table D.1: Future Ready Oregon Grantees and Funding Sources.

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Adelante Mujeres							X	WRG Round Three				
Advocates for Life Skills and Opportunities							X	WRG, Round One				
Affiliated Tribes of NW Indians			X					Registered Apprenticeship Round Two				
Afghan Support Network							X	WRG, Round Three				
Alternative Youth Activities	X							P10K - Southwestern Oregon Workforce Investment Board				
AntFarm, Inc.	X						X	P10K - Clackamas Workforce Partnerships	WRG, Rounds One, Three			
Apprenti							X	WRG, Round Three				
Babb Construction Co.	X							P10K - Lane Workforce Partnership				
Baker Technical Institute			X	X			X	Registered Apprenticeship Program Round Two	WRG, Round One	Youth Programs, Round Two		

Organization	P10K	Career Path-ways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Bay Area Enterprises							X	WRG, Round One				
Blue Mountain Community College		X			X		X	CP	CPL	WRG, Round Three		
Boys & Girls Club of Albany							X	WRG, Round Two				
Boys & Girls Club of Corvallis				X				Youth Programs Round One	Youth Programs Round Two			
Bushnell University							X	WRG Round Three				
Cascadia Health, Inc.							x	WRG Round Three				
Catholic Community Services/Lanz Cabinets	X							P10K - Lane Workforce Partnership				
Central City Concern	X							P10K - Worksystem s, Inc.				
Central Oregon Community College		X	X		X		X	CP	CPL	WRG	Registered Apprenticeship Program Round Three	
Central Oregon Intergovernmental Council	X						X	P10K – East Cascades Works	WRG, Round One & Three			
Centro Cultural de Washington County				X			X	Youth Programs Round One	WRG	Youth Programs, Round Two	WRG, Rounds Two & Three	

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Chemeketa Community College	X	X	X	X	X		X	P10K - Willamette Workforce Partnership	CP	Registered Apprenticeship Program Round One & Three	CPL	WRG, Rounds One, Two & Three & Youth Programs, Round Two
Children and Family Community Connections	X							P10K - Clackamas Workforce Partnerships				
City of Hillsboro							X	WRG, Round One and Three				
City of Portland, Portland Fire & Rescue							X	WRG				
Clackamas Community College		X			X		X	CP	CPL	WRG, Round Three		
Clackamas Community College's Workforce Development Dept	X		X					P10K - Clackamas Workforce Partnerships				
Clackamas Workforce Partnership	X		X			X	X	Registered Apprenticeship Program Round Three	WRG, Round Three	P10K	WBN	

Organization	P10K	Career Path-ways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Clatsop Community College		X			X			CP	CPL			
College Dreams, Inc.				X				Youth Programs Round One	Youth Programs Round Two			
Columbia Gorge Community College	X	X			X			P10K – East Cascades Works	CP	CPL		
Columbia Health Services							X	WRG, Round Three				
Columbia Helicopters			X					Registered Apprenticeship Program Round Two				
Community Services Consortium				X				Youth Programs Round One				
Confederated Tribes of the Umatilla Indian Reservation			X				X	Registered Apprenticeship Program Round Two	WRG, Round Two			
Connected Lane County				X			X	Youth Programs Round Two	WRG, Round Two			
Consejo Hispano							X	WRG, Round Three				
Crater Lake Joint Apprenticeship and Training Trust Fund			X					Registered Apprenticeship Program				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
								Round Three				
Daisy C.H.A.I.N.							X	WRG	WRG, Round Two			
Diversability Inc.							X	WRG, Round One				
Douglas Education Service District				X				Youth Programs Round One	Youth Programs Round Two			
Eagle Ridge High School			X					Registered Apprenticeship Program Round Two				
East Cascades Works	x					x		P10K	WBN			
Eastern Oregon University					X		X	CPL	WRG, Round Three			
Eastern Oregon Workforce Board	X			X		X		Youth Programs Round One	P10K	WBN		
EncodeXP							X	WRG, Rounds One & Two				
ENDVR			X					Registered Apprenticeship Program Round One				
EnGen Technologies	X							P10K - Clackamas Workforce Partnerships				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Eugene-Springfield NAACP Unit #1119							X	WRG, Round One				
Eugene Family YMCA				X				Youth Programs Round Two				
Evocation			X					Registered Apprenticeship Program Round Three				
Familias en Accion							X	WRG, Rounds Two & Three				
A Family for Every Child				X				Youth Programs, Round Two				
Family YMCA of Marion and Polk Counties				X				Youth Programs Round One	Youth Programs Round Two			
Foundation for California Community Colleges	X							P10K - WorkSystems, Inc.				
Gheen Irrigation Works	X							P10K - Lane Workforce Partnership				
Golden Rule ReEntry							X	WRG, Rounds One, Two & Three				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Green Muse, LLC			X					Registered Apprenticeship Program Round Two				
Hacienda CDC							X	WRG, Rounds One & Two				
Heart of Oregon Corps			X					Registered Apprenticeship Program Round Three				
Hillsboro School District			X					Registered Apprenticeship Program Round Three				
HIV Alliance							X	WRG, Round Three				
HomePlate Youth Services				X				Youth Programs Round One				
Hood River County Prevention Dept				X				Youth Programs Round One	Youth Programs Round One			
Horizon Project Inc.							X	WRG, Round One				
Immigrant Refugee Community Organization*	X						X	P10K - Clackamas Workforce Partnerships	P10K - WorkSystem s, Inc.	WRG, Rounds One and Three		

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Impact NW			X				X	Registered Apprenticeship Program Round Two	Youth Programs Round Two	WRG, Round Two		
Instruction Construction			X					Registered Apprenticeship Program Round Two				
Interface Network	X							P10K - Willamette Workforce Partnership				
Isaac's Room				X				Youth Programs Round One	Youth Programs Round Two			
iUrban Teen							X	WRG, Round Three				
Journalistic Learning Initiative			X					Registered Apprenticeship Program Round Two				
Klamath Community College	X	X	X		X		X	P10K – East Cascades Works	CP	Registered Apprenticeship Program Round One	CPL	WRG, Rounds One & Two
Klamath County School District			X					Registered Apprenticeship Program Round Three				

Organization	P10K	Career Path-ways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Klamath County School District (Mazama High School)							X	WRG, Round Three				
Klamath Union High School							X	WRG, Round Three				
Klamath Works				X			X	Youth Programs Round One	WRG, Round One	Youth Programs Round Two		
Knife River Training Center	X							P10K - Willamette Workforce Partnership				
Koontz Machine and Welding			X					Registered Apprenticeship Program Round Two				
La Clinica Del Valle Family Health Care Center, Inc.							X	WRG, Round Three				
Lane Community College		X			X			CP	CPL			
Lane Education Service District	X		X				X	P10K - Lane Workforce Partnership	Registered Apprenticeship Program Round Two	Registered Apprenticeship Program Round Three	WRG, Round Three	
Lane Workforce Partnership	X					X	X	WRG, Round Two	P10K	WBN		

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Latino Built			X					Registered Apprenticeship Program Round One	Registered Apprenticeship Program Round Three			
Latino Network	X						X	P10K - WorkSystems, Inc.	WRG, Round One			
Linn Benton Community College		X			X			CP	CPL			
Looking Glass Community Services				X				Youth Programs Round One	Youth Programs Round Two			
McMinnville Economic Development Partnership				X				Youth Programs Round One				
McMinnville School District	X							P10K - Willamette Workforce Partnership				
Mercy Flights				X			X	WRG, Rounds One & Two	Youth Programs Round Two			
Mid-Willamette Valley Communication Action							X	WRG, Round One & Three				
Morant McLeod	X							P10K - Clackamas Workforce				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
								Partnerships				
Mt. Hood Community College	X	X					X	P10K - WorkSystems, Inc.	CP	WRG, Rounds One & Two		
Nahalem Bay Health Center and Pharmacy							X	WRG, Round Three				
Native American Youth and Family Center				X				Youth Programs Round One				
Native American Rehabilitation Association of the Northwest, Inc.				X				Youth Programs Round Two				
Nestucca Valley School District							X	WRG, Round Two				
New Avenues for Youth	X							P10K - WorkSystems, Inc.				
Nonprofit Technology Enterprise Network							X	WRG, Round Three				
Northeast Oregon Area Health Education Center			X					Registered Apprenticeship Round Three				
Northeast Oregon Network							X	WRG, Round Three				
Northwest College of Construction			X					Registered Apprentices				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
								hip Program Round Two				
Northwest Portland Area Indian Health Board				X			X	Youth Programs Round One	WRG, Round Two			
Northwest Oregon Works	X					X	X	WRG, Round Three	P10K	WBN		
Northwest Youth Corps				X				Youth Programs Round One				
OnTrack Rogue Valley			X					Registered Apprenticeship Program Round Two				
Onward Eugene	X							P10K - Lane Workforce Partnership				
Oregon Bioscience Association			X	X			X	Registered Apprenticeship Program Round Two	Youth Programs Round Two	WRG, Round Two		
Oregon Center for Nursing							X	WRG, Round One				
Oregon Coast Community College		X			X			CP	CPL			
Oregon Department of Corrections			X					Registered Apprenticeship Program Round One				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Oregon Health & Science University							X	WRG, Round Three				
Oregon Institute of Technology					X		X	CPL	WRG, Round Three			
Oregon Manufacturing Extension Partnership	X							P10K - Lane Workforce Partnership	P10K - Clackamas Workforce Partnerships			
Oregon Northwest Workforce Investment Board			X					Youth Programs Round Two				
Oregon Solar Energy Education Fund							X	WRG, Round Two				
Oregon State University							X	WRG, Round One and Three				
Oregon Tradeswomen			X					Registered Apprenticeship Program Round Two				
Oregon TRIO Association							X	WRG, Round Three				
Oregon Workforce Partnership							X	WRG, Rounds One & Two				
Our Just Future (formerly known as Human Solutions)	X							P10K - WorkSystems, Inc.				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Outside In				X				Youth Programs Round Two				
Pacific Northwest Ironworkers			X					Registered Apprenticeship Program Round One	Registered Apprenticeship Program Round Three			
Pacific NW Ironworkers Apprenticeship 29			X					Registered Apprenticeship Program Round Two				
Pacific University							X	WRG, Round Three				
Pearl Buck Center	X							P10K - Lane Workforce Partnership				
PODER Oregon's Latino Leadership Network							X	WRG, Round One				
Portland Community College	X	X	X		X		X	P10K - WorkSystems, Inc.	CP	CPL	WRG, Rounds One, Two & Three	Registered Apprenticeship Program Round Three
Portland Opportunities Industrialization Center	X		Registered Apprenticeship Program Round Three	X			X	P10K - WorkSystems, Inc.	Youth Programs Round One	WRG, Round One	Youth Programs Round Two	Registered Apprenticeship Program Round Three

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Portland Opportunities Industrialization Center and Rosemary Anderson High School							X	WRG, Round Three				
Portland State University					X		X	CPL	WRG, Rounds One & Three			
Portland Youth Builders			X	X				Registered Apprenticeship Program Round One	Youth Programs Round One			
Project Youth+							X	WRG, Rounds Three				
Project 48 Inc				X				Youth Programs Round One	Youth Programs Round Two			
Providence Health & Services – Oregon							X	WRG, Round Three				
RISE Partnership			X				X	Registered Apprenticeship Program Round Two	WRG, Rounds One & Three			
RiverBend Materials	X							P10K - Lane Workforce Partnership				
Rockwood Community Development							X	WRG, Round One				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Corporation, East County Community Health												
Rogue Community College		X	X				X	CP	Registered Apprenticeship Program Round One	WRG, Round One, Two & Three		
Ross Ragland Theatre							X	WRG, Round Three				
Rogue Workforce Partnership	X					X		P10K	WBN			
Salem for Refugees	X							P10K - Willamette Workforce Partnership				
Santiam Hospital and Clinics			X					Registered Apprenticeship Program Round Three				
SE Works	X			X					Youth Programs Round One	Youth Programs Round Two		
Season to Taste/Eugene's Table	X							P10K - Lane Workforce Partnership				
Sheridan School District 48J							X	WRG, Round Three				
Silver Falls School District				X				Youth Programs Round One				

Organization	P10K	Career Path-ways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
South Coast Business Corporation	X						X	P10K - Southwestern Oregon Workforce Investment Board	WRG, Round One			
Southern Oregon University					X			CPL				
Southwestern Oregon Community College		X	X		X			CP	Registered Apprenticeship Program Round One	CPL		
Southwestern Oregon Workforce Investment Board	X					X		P10K	WBN			
Springfield Chamber of Commerce	X							P10K - Lane Workforce Partnership				
Staff Systems	X							P10K - Lane Workforce Partnership				
Technology Association of Oregon	X							P10K - Lane Workforce Partnership	P10K - Clackamas Workforce Partnerships			
The Contingent							X	WRG, Round One				
Tillamook Bay Community College		X			X			CP	CPL			
Tillamook County Family YMCA				X				Youth Programs Round One	Youth Programs Round Two			

Organization	P10K	Career Path-ways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Independent Living Program												
Treasure Valley Community College		X		X			X	CP	Youth Programs Round Two	WRG, Round Two		
Trip N Transport	X							P10K - Lane Workforce Partnership				
Tualatin Hills Park & Recreation District				X				Youth Programs Round One				
Tyree Oil	X							P10K - Lane Workforce Partnership				
Umpqua Community College		X			X		X	CP	CPL	WRG, Round Two & Three		
Unidos Bridging Community							X	WRG, Round Three				
United We Heal			X				X	Registered Apprenticeship Program Round One	WRG, Rounds One & Two	Registered Apprenticeship, Round Three		
University of Oregon Phil and Penny Knight Campus for Accelerating Scientific Impact							X	WRG, Round Two				
University of Oregon							X	WRG, Round Three				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
The Urban League of Portland, Inc.			X					Registered Apprenticeship, Round Three	Registered Apprenticeship, Round Three			
Virginia Garcia Memorial Health Center							X	WRG, Rounds One, Two & Three				
Vision Action Network							X	WRG, Round One				
Warm Springs Community Action Team				X			X	Youth Programs Round One	WRG, Rounds One, Two & Three	Youth Programs Round Two		
West Linn Wilsonville School District			X					Registered Apprenticeship, Round Three				
West Linn Wilsonville School District 3Jt							X	WRG, Round Three				
Western Oregon University					X		X	CPL	WRG, Round Three			
Willamette Education Service District							X	WRG, Round One & Three				
Willamette Health Council							X	WRG, Round Two				
Willamina School District	X							P10K - Willamette Workforce Partnership				

Organization	P10K	Career Pathways	Reg. Apprenticeship (BOLI)	Youth Prog. (YDO)	CPL	WBN	WRG	Grant source	Grant source	Grant source	Grant source	Grant source
Willamette Workforce Partnership	X					X		P10K	WBN			
Working Theory Farm				X				Youth Programs Round One	Youth Programs Round Two			
Workforce Investment Council of Clackamas County				X				Youth Programs Round Two				
WorkSource Portland Metro	X							P10K - WorkSystems, Inc.				
WorkSource Rogue Valley	X							P10K – East Cascades Works				
Worksystems, Inc.	X					X	X	WRG, Round Two & Three	P10K	WBN		
Young Mens Christian Association of Columbia Willamette				X				Youth Programs Round Two				
Youth 71five Ministries			X	X				Registered Apprenticeship Program Round One	Youth Programs Round One			

APPENDIX E: FUTURE READY OREGON SERVICES BY PRIORITY POPULATIONS

Table E.1: Future Ready Oregon Overall Workforce Development Services by Priority Population

Number of unique participants with number of services received in parentheses.

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
By Race										
Asian American/Asian	271 (1014)	274 (341)	97 (185)	22 (34)	169 (181)	*	63 (76)	12 (15)	11 (21)	200 (399)
Black/African American	748 (3515)	438 (498)	294 (464)	60 (81)	253 (512)	12 (14)	153 (177)	12 (19)	91 (130)	426 (1048)
Native American/Alaska Native	158 (418)	318 (417)	93 (169)	63 (68)	102 (113)	*	108 (129)	*	24 (35)	129 (202)
Native Hawaiian/Pacific Islander	54 (112)	50 (56)	32 (53)	12 (14)	22 (40)	*	15 (15)	*	16 (21)	12 (55)
Latino/a/x/Hispanic	840 (2158)	1215 (1667)	529 (971)	462 (491)	542 (728)	37 (42)	278 (323)	42 (48)	178 (356)	401 (787)
Two or More Races	1192 (3801)	1071 (1488)	1031 (1902)	183 (220)	597 (918)	77 (100)	341 (406)	25 (28)	107 (165)	536 (1093)
White	3161 (8336)	3125 (4011)	2575 (5551)	435 (571)	1505 (1878)	330 (411)	787 (963)	137 (152)	324 (509)	2189 (3930)
By Gender										
Women	2285 (6981)	2838 (3769)	1751 (3433)	560 (617)	1399 (2123)	204 (239)	710 (845)	123 (135)	210 (332)	1748 (3127)
Men	2953 (8871)	3008 (3982)	2471 (4525)	668 (794)	1496 (1800)	164 (211)	839 (1003)	103 (116)	512 (839)	1785 (3126)
Non-Binary	117 (272)	124 (162)	73 (122)	34 (49)	116 (178)	11 (14)	93 (124)	13 (20)	21 (29)	77 (246)
By Age										
Ages 24 and Younger	1769 (3728)	2596 (3715)	2568 (3358)	426 (480)	1838 (2577)	138 (175)	1325 (1597)	199 (231)	358 (522)	675 (1267)
Ages 25-39	2572 (8258)	2473 (3083)	1158 (2926)	420 (493)	844 (1098)	217 (279)	333 (387)	27 (27)	286 (438)	1558 (2951)

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
Ages 40 and Older	2392 (8163)	1725 (2023)	1121 (3390)	442 (556)	608 (811)	154 (188)	174 (214)	11 (11)	235 (438)	1858 (3584)
By Geography										
Frontier	136 (253)	196 (226)	301 (984)	32 (52)	268 (381)	26 (40)	91 (107)	*	*	94 (192)
Rural	2127 (3822)	2549 (3344)	2443 (4054)	367 (440)	1224 (1541)	272 (341)	719 (883)	39 (39)	161 (255)	874 (1296)
Urban	4351 (15838)	4063 (5217)	2291 (4767)	883 (1018)	1755 (2419)	212 (265)	974 (1159)	200 (232)	627 (1009)	2970 (6083)
By Other Priority Populations										
Federally Recognized Tribal Member	116 (274)	307 (411)	69 (84)	64 (69)	90 (104)	*	122 (155)	*	12 (19)	20 (38)
Veteran	160 (416)	183 (248)	117 (425)	21 (36)	46 (55)	*	12 (14)	*	18 (27)	97 (206)
Persons Incarcerated or Formerly Incarcerated	1550 (5696)	534 (620)	804 (1710)	247 (379)	113 (167)	24 (42)	135 (167)	14 (14)	341 (600)	1876 (2461)
Person with a Disability	826 (2754)	632 (786)	673 (1468)	170 (223)	389 (491)	64 (73)	218 (266)	22 (25)	102 (244)	452 (1025)
Person Identifies with LGBTQIA+ Community	364 (1020)	529 (711)	245 (574)	96 (121)	249 (395)	33 (43)	247 (311)	35 (49)	71 (98)	257 (578)

Note. * = Data masked for privacy when n < 10. Values show unique participants (services received).

Table E.2: Prosperity 10,000 Workforce Development Services by Priority Population

Number of unique participants with number of services received in parentheses.

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
By Race										
Asian American/ Asian	200 (827)	171 (181)	32 (76)	*	112 (114)	*	20 (26)	*	*	176 (336)
Black/African American	595 (2965)	288 (306)	96 (228)	17 (23)	99 (115)	*	72 (79)	*	*	356 (816)
Native American/ Alaska Native	92 (333)	60 (64)	38 (105)	*	13 (18)	*	26 (30)	*	10 (17)	119 (185)
Native Hawaiian/ Pacific Islander	32 (70)	18 (20)	10 (27)	*	*	*	*	*	*	*
Latino/a/x /Hispanic	416 (1468)	324 (348)	166 (543)	*	139 (254)	24 (27)	39 (43)	*	74 (213)	322 (618)
Two or More Races	872 (3208)	564 (597)	440 (1256)	38 (63)	288 (417)	42 (62)	134 (153)	*	37 (71)	401 (849)
White	2364 (6745)	1561 (1698)	1251 (4063)	145 (247)	646 (828)	184 (251)	307 (389)	*	120 (230)	1950 (3524)
By Gender										
Women	1507 (5523)	1108 (1203)	613 (2138)	51 (90)	524 (741)	73 (97)	216 (249)	*	68 (141)	1538 (2690)
Men	1931 (6865)	1105 (1189)	989 (2835)	138 (214)	558 (709)	99 (143)	257 (317)	*	145 (333)	1479 (2587)
Non-Binary	30 (61)	26 (28)	17 (45)	*	18 (19)	*	26 (32)	*	*	29 (40)
By Age										
Ages 24 and Younger	629 (1824)	561 (601)	341 (899)	11 (23)	349 (539)	67 (88)	353 (422)	*	23 (45)	336 (630)
Ages 25-39	2088 (7123)	1446 (1539)	837 (2508)	80 (127)	597 (748)	137 (199)	148 (170)	*	102 (198)	1399 (2507)
Ages 40 and Older	2061 (7347)	1134 (1232)	914 (3120)	141 (233)	445 (562)	95 (128)	133 (168)	*	138 (330)	1765 (3453)
By Geography										

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
Frontier	99 (181)	152 (182)	268 (943)	28 (48)	215 (323)	26 (40)	56 (56)	*	*	93 (191)
Rural	1558 (2928)	1064 (1140)	942 (2425)	70 (115)	550 (829)	169 (233)	297 (382)	*	62 (135)	729 (1116)
Urban	3062 (13036)	1878 (2000)	857 (3081)	130 (210)	594 (651)	103 (141)	278 (318)	*	192 (410)	2608 (5149)
By Other Priority Populations										
Federally Recognized Tribal Member	52 (185)	34 (35)	22 (33)	*	*	*	19 (26)	*	*	13 (22)
Veteran	134 (369)	111 (118)	95 (374)	12 (27)	42 (51)	*	*	*	*	91 (199)
Persons Incarcerated or Formerly Incarcerated	1204 (4613)	307 (336)	645 (1495)	159 (255)	89 (136)	19 (36)	64 (86)	*	155 (283)	1833 (2396)
Person with a Disability	574 (2225)	269 (295)	332 (1090)	40 (74)	124 (170)	13 (19)	91 (112)	*	69 (203)	374 (859)
Person Identifies with LGBTQIA+ Community	154 (505)	167 (174)	102 (390)	*	64 (82)	12 (18)	69 (95)	*	*	143 (270)

Note. * = Data masked for privacy when n < 10. Values show unique participants (services received).

Table E.3: Registered Apprenticeships Workforce Development Services by Priority Population.

Number of unique participants with number of services received in parentheses

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
By Race										
Asian American/Asian	*	18 (19)	*	*	*	*	*	*	*	*
Black/African American	30 (30)	44 (49)	21 (21)	18 (18)	*	*	19 (19)	*	21 (21)	*
Native American/Alaska Native	33 (33)	48 (50)	27 (27)	*	*	*	*	*	*	*
Native Hawaiian/Pacific Islander	*	11 (11)	*	*	*	*	*	*	*	*
Latino/a/x/Hispanic	108 (126)	201 (218)	106 (124)	61 (66)	32 (32)	*	55 (55)	*	51 (51)	13 (13)
Two or More Races	88 (91)	137 (159)	31 (33)	29 (31)	14 (14)	21 (23)	27 (27)	*	31 (31)	29 (38)
White	181 (195)	469 (545)	80 (89)	51 (53)	63 (63)	72 (68)	64 (66)	13 (13)	58 (58)	24 (30)
By Gender										
Women	114 (125)	303 (332)	60 (66)	34 (36)	22 (22)	72 (73)	51 (52)	*	28 (28)	12 (14)
Men	328 (352)	593 (689)	212 (235)	134 (141)	93 (93)	29 (25)	124 (125)	15 (15)	142 (142)	61 (76)
Non-Binary	13 (12)	37 (38)	*	*	*	*	*	*	*	*
By Age										
Ages 24 and Younger	205 (223)	518 (581)	178 (195)	111 (116)	94 (94)	12 (12)	97 (98)	15 (15)	96 (96)	32 (40)
Ages 25-39	172 (186)	305 (352)	93 (103)	61 (65)	17 (17)	44 (41)	62 (63)	*	65 (65)	28 (35)
Ages 40 and Older	78 (80)	111 (129)	*	*	*	49 (48)	20 (20)	*	14 (14)	14 (16)
By Geography										
Frontier	*	10 (10)	*	*	*	*	*	*	*	*

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
Rural	107 (120)	350 (409)	55 (65)	12 (16)	25 (25)	47 (45)	19 (20)	15 (15)	*	29 (31)
Urban	329 (351)	527 (588)	221 (240)	160 (165)	84 (84)	53 (52)	160 (161)	*	171 (171)	45 (60)
By Other Priority Populations										
Federally Recognized Tribal Member	29 (30)	40 (44)	26 (27)	*	*	*	*	*	*	*
Veteran	*	17 (21)	*	*	*	*	*	*	*	*
Persons Incarcerated or Formerly Incarcerated	58 (59)	93 (122)	17 (17)	*	*	*	*	*	32 (32)	10 (10)
Person with a Disability	44 (44)	80 (91)	10 (11)	*	*	26 (23)	*	*	*	*
Person Identifies with LGBTQIA+ Community	40 (40)	94 (96)	31 (31)	25 (25)	*	*	32 (33)	*	27 (27)	*

Note. * = Data masked for privacy when n < 10. Values show unique participants (services received).

Table E.4: Youth Programs Workforce Development Services by Priority Population.

Number of unique participants with number of services received in parentheses

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
By Race										
Asian American/Asian	11 (33)	11 (22)	*	*	24 (30)	*	13 (18)	*	*	*
Black/African American	59 (232)	68 (86)	56 (70)	13 (26)	85 (298)	*	51 (65)	12 (19)	33 (65)	40 (157)
Native American/Alaska Native	14 (18)	11 (15)	*	45 (49)	80 (84)	*	69 (86)	*	*	*
Native Hawaiian/Pacific Islander	*	*	*	*	15 (32)	*	*	*	*	*
Latino/a/x/Hispanic	156 (258)	178 (254)	98 (121)	114 (125)	260 (297)	*	106 (135)	33 (39)	35 (67)	25 (99)
Two or More Races	147 (283)	104 (135)	86 (114)	38 (43)	241 (403)	12 (13)	143 (179)	14 (17)	18 (33)	60 (141)
White	250 (491)	532 (716)	122 (162)	121 (135)	594 (739)	42 (56)	324 (377)	87 (102)	58 (121)	87 (217)
By Gender										
Women	341 (568)	476 (635)	161 (212)	188 (201)	616 (1012)	35 (42)	297 (356)	94 (106)	20 (42)	101 (244)
Men	309 (643)	491 (601)	207 (280)	131 (152)	591 (710)	20 (27)	343 (407)	57 (70)	137 (269)	84 (251)
Non-Binary	53 (164)	30 (54)	24 (43)	27 (42)	87 (145)	*	46 (69)	13 (20)	11 (18)	41 (197)
By Age										
Ages 24 and Younger	665 (1266)	921 (1229)	388 (525)	286 (322)	1228 (1737)	56 (72)	687 (832)	158 (190)	157 (275)	185 (435)
Ages 25-39	55 (158)	49 (61)	24 (30)	52 (65)	146 (220)	*	32 (41)	*	71 (114)	56 (272)
Ages 40 and Older	*	*	*	*	*	*	*	*	12 (12)	*
By Geography										

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
Frontier	18 (20)	19 (19)	16 (16)	*	14 (14)	*	37 (51)	*	*	*
Rural	190 (240)	386 (489)	66 (98)	168 (179)	571 (601)	48 (54)	324 (375)	*	19 (31)	16 (30)
Urban	520 (1137)	603 (787)	319 (429)	155 (191)	790 (1331)	10 (21)	359 (448)	164 (196)	162 (311)	223 (672)
By Other Priority Populations										
Federally Recognized Tribal Member	19 (27)	11 (13)	*	47 (51)	74 (79)	*	93 (117)	*	*	*
Veteran	*	*	*	*	*	*	*	*	*	*
Persons Incarcerated or Formerly Incarcerated	86 (289)	44 (56)	38 (48)	*	14 (17)	*	59 (67)	*	123 (252)	*
Person with a Disability	114 (258)	82 (94)	72 (95)	68 (78)	226 (271)	25 (31)	88 (104)	*	13 (19)	47 (126)
Person Identifies with LGBTQIA+ Community	123 (364)	109 (171)	71 (102)	56 (76)	163 (284)	*	106 (137)	27 (41)	21 (36)	105 (288)

Note. * = Data masked for privacy when n < 10. Values show unique participants (services received).

Table E.5: Workforce Ready Grants Workforce Development Services by Priority Population.

Number of unique participants with number of services received in parentheses

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
By Race										
Asian American/Asian	59 (149)	81 (119)	59 (67)	*	32 (36)	*	27 (29)	*	*	24 (39)
Black/African American	82 (288)	43 (57)	124 (145)	13 (14)	68 (96)	*	12 (14)	*	31 (33)	35 (72)
Native American/Alaska Native	27 (34)	202 (288)	21 (29)	10 (10)	*	*	*	*	*	*
Native Hawaiian/Pacific Islander	*	15 (17)	15 (17)	*	*	*	*	*	*	*
Latino/a/x/Hispanic	178 (306)	524 (847)	165 (183)	282 (287)	112 (145)	*	80 (90)	*	18 (25)	42 (57)
Two or More Races	132 (219)	277 (597)	482 (499)	79 (83)	55 (84)	*	42 (47)	10 (10)	21 (30)	52 (65)
White	509 (905)	575 (1057)	1148 (1237)	122 (136)	206 (248)	32 (36)	109 (131)	37 (37)	89 (100)	137 (159)
By Gender										
Women	357 (765)	976 (1601)	940 (1017)	288 (290)	240 (348)	24 (27)	155 (188)	29 (29)	94 (121)	111 (179)
Men	572 (1011)	843 (1507)	1084 (1175)	271 (287)	259 (288)	16 (16)	130 (155)	31 (31)	89 (95)	172 (212)
Non-Binary	22 (35)	31 (42)	29 (29)	*	10 (13)	*	18 (19)	*	*	*
By Age										
Ages 24 and Younger	280 (415)	613 (1306)	1669 (1739)	19 (19)	172 (207)	*	212 (246)	26 (26)	82 (106)	129 (162)
Ages 25-39	369 (791)	696 (1131)	231 (285)	231 (236)	86 (113)	34 (36)	93 (113)	23 (23)	48 (61)	85 (137)
Ages 40 and Older	375 (736)	486 (657)	212 (260)	305 (323)	159 (244)	10 (12)	19 (24)	11 (11)	72 (82)	90 (115)

Priority Population	Career Coaching	Workforce Development Training	General Career Exploration	Job Placement Services	Early Career Skills	On-The-Job Training	Paid Work Experience	Unpaid Work Experience	Recruitment and Engagement Services	Other
By Geography										
Frontier	35 (52)	15 (16)	23 (25)	*	41 (44)	*	*	*	*	*
Rural	377 (534)	758 (1307)	1391 (1466)	121 (130)	79 (86)	*	92 (107)	24 (24)	77 (86)	106 (119)
Urban	559 (1314)	1096 (1842)	923 (1017)	443 (452)	292 (353)	46 (51)	187 (232)	36 (36)	103 (117)	115 (202)
By Other Priority Populations										
Federally Recognized Tribal Member	26 (32)	226 (319)	16 (17)	13 (13)	*	*	10 (10)	*	*	*
Veteran	25 (39)	54 (108)	19 (46)	*	*	*	*	*	*	*
Persons Incarcerated or Formerly Incarcerated	379 (735)	97 (106)	126 (150)	89 (112)	*	*	*	14 (14)	32 (33)	35 (44)
Person with a Disability	124 (227)	206 (306)	263 (272)	60 (66)	32 (43)	*	41 (46)	12 (12)	13 (15)	32 (39)
Person Identifies with LGBTQIA+ Community	51 (111)	165 (270)	44 (51)	*	21 (27)	*	45 (46)	*	18 (24)	11 (20)

Note. * = Data masked for privacy when n < 10. Values show unique participants (services received).

APPENDIX F: FUTURE READY OREGON SUPPORT SERVICES BY PRIORITY POPULATION

Table F.1: Overall Participant Counts by Priority Population and Wraparound Service Type.

Numbers in parentheses indicate total services received

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	101 (167)	0 (0)	*	*	89 (106)	41 (58)	29 (74)	36 (52)
Black/African American	197 (318)	*	27 (31)	42 (71)	150 (194)	79 (103)	132 (240)	141 (215)
Native American/Alaska Native	80 (129)	*	*	13 (19)	138 (429)	24 (28)	70 (193)	50 (72)
Native Hawaiian/Pacific Islander	17 (38)	0 (0)	*	*	10 (17)	*	*	12 (18)
Latino/a/x/Hispanic	435 (788)	*	115 (138)	42 (55)	231 (256)	222 (334)	248 (503)	281 (378)
Two or More Races	519 (950)	10 (11)	84 (105)	61 (93)	199 (246)	241 (355)	258 (525)	349 (529)
White	1386 (2583)	12 (15)	170 (210)	193 (336)	443 (539)	577 (871)	625 (1327)	1020 (1387)
By Gender								
Women	1171 (2128)	21 (27)	129 (172)	153 (246)	559 (776)	474 (774)	639 (1440)	880 (1342)
Men	1233 (2276)	*	256 (301)	159 (247)	637 (911)	576 (780)	629 (1232)	843 (1053)
Non-Binary	50 (105)	*	36 (43)	*	59 (63)	47 (71)	31 (44)	69 (98)
By Age								
Ages 24 and Younger	830 (1633)	12 (17)	270 (320)	61 (109)	557 (690)	516 (822)	514 (1009)	589 (886)
Ages 25-39	1143 (2032)	17 (18)	90 (110)	141 (234)	463 (688)	420 (575)	460 (1016)	743 (1031)
Ages 40 and Older	909 (1564)	*	68 (94)	173 (269)	290 (477)	312 (434)	486 (1015)	680 (875)

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Geography								
Frontier	209 (405)	0 (0)	0 (0)	*	0 (0)	23 (24)	66 (84)	77 (116)
Rural	1040 (2058)	*	98 (114)	155 (267)	316 (643)	384 (532)	533 (1315)	602 (801)
Urban	1530 (2590)	28 (34)	332 (406)	204 (332)	982 (1186)	817 (1239)	831 (1574)	1289 (1805)
By Other Priority Populations								
Federally Recognized Tribal Member	79 (125)	*	*	11 (19)	131 (419)	27 (36)	67 (188)	33 (38)
Veteran	80 (145)	*	*	14 (18)	20 (29)	28 (36)	32 (62)	32 (40)
Persons Incarcerated or Formerly Incarcerated	251 (423)	*	30 (39)	83 (133)	92 (228)	124 (167)	187 (342)	592 (725)
Person with a Disability	266 (459)	*	73 (98)	66 (104)	195 (242)	164 (223)	213 (398)	196 (257)
Person Identifies with LGBTQIA+ Community	195 (376)	*	76 (105)	29 (58)	184 (245)	134 (215)	115 (177)	216 (297)

Note: Total program participants: 6,513. * = Data have been masked for privacy when n < 10.

Table F.2: Overall Spending by Priority Population and Service Type.

Numbers in parentheses indicate median spending per participant

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	\$241,273 (\$600)	\$0 (\$0)	*	*	\$92,415 (\$1,000)	\$14,752 (\$205)	\$4,233 (\$50)	\$17,893 (\$172)
Black/African American	\$552,492 (\$1,500)	*	\$4,074 (\$100)	\$53,155 (\$214)	\$159,857 (\$1,200)	\$28,749 (\$204)	\$19,585 (\$50)	\$35,699 (\$85)
Native American/ Alaska Native	\$310,938 (\$1,125)	*	*	\$11,883 (\$650)	\$414,572 (\$465)	\$21,775 (\$388)	\$17,382 (\$50)	\$12,106 (\$71)
Native Hawaiian/ Pacific Islander	\$57,360 (\$720)	\$0 (\$0)	*	*	\$3,975 (\$50)	*	*	\$3,075 (\$88)
Latino/a/x/Hispanic	\$932,239 (\$700)	*	\$16,664 (\$100)	\$46,616 (\$500)	\$172,857 (\$500)	\$78,971 (\$162)	\$42,789 (\$50)	\$89,350 (\$111)
Two or More Races	\$1,255,532 (\$790)	\$9,772 (\$400)	\$15,653 (\$165)	\$94,492 (\$416)	\$182,820 (\$500)	\$79,802 (\$152)	\$67,385 (\$50)	\$152,184 (\$112)
White	\$4,158,239 (\$895)	\$6,291 (\$360)	\$39,362 (\$108)	\$352,860 (\$650)	\$416,612 (\$500)	\$199,585 (\$165)	\$184,788 (\$50)	\$597,005 (\$200)
By Gender								
Women	\$3,094,920 (\$1,000)	\$15,882 (\$395)	\$29,872 (\$100)	\$247,221 (\$562)	\$667,779 (\$500)	\$176,116 (\$149)	\$163,628 (\$50)	\$453,328 (\$145)
Men	\$3,151,297 (\$586)	*	\$42,260 (\$100)	\$276,178 (\$738)	\$760,964 (\$500)	\$201,909 (\$200)	\$141,029 (\$50)	\$336,350 (\$139)
Non-Binary	\$115,200 (\$130)	*	\$7,259 (\$162)	*	\$55,734 (\$500)	\$10,884 (\$108)	\$7,532 (\$45)	\$38,604 (\$148)
By Age								
Ages 24 and Younger	\$1,785,603 (\$500)	\$5,373 (\$95)	\$40,636 (\$100)	\$122,131 (\$630)	\$492,926 (\$458)	\$179,894 (\$160)	\$106,762 (\$50)	\$404,995 (\$112)
Ages 25-39	\$3,634,686 (\$1,249)	\$9,416 (\$400)	\$21,164 (\$165)	\$245,924 (\$600)	\$625,516 (\$800)	\$148,277 (\$175)	\$118,655 (\$50)	\$356,415 (\$169)
Ages 40 and Older	\$2,426,465 (\$1,000)	*	\$19,076 (\$100)	\$242,318 (\$600)	\$463,093 (\$1,000)	\$114,912 (\$190)	\$126,683 (\$50)	\$293,780 (\$196)
By Geography								

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
Frontier	\$531,648 (\$800)	\$0 (\$0)	\$0 (\$0)	*	\$0 (\$0)	\$3,192 (\$119)	\$9,135 (\$100)	\$131,249 (\$317)
Rural	\$3,946,503 (\$1,284)	*	\$13,902 (\$100)	\$345,709 (\$675)	\$590,902 (\$465)	\$120,131 (\$165)	\$194,370 (\$40)	\$353,943 (\$191)
Urban	\$3,388,324 (\$554)	\$17,686 (\$200)	\$65,834 (\$101)	\$255,798 (\$500)	\$1,035,565 (\$1,000)	\$308,991 (\$170)	\$134,058 (\$50)	\$556,544 (\$112)
By Other Priority Populations								
Federally Recognized Tribal Member	\$311,389 (\$1,000)	*	*	\$14,472 (\$397)	\$404,044 (\$465)	\$25,046 (\$400)	\$18,115 (\$50)	\$19,902 (\$126)
Veteran	\$225,914 (\$1,000)	*	*	\$26,006 (\$1,201)	\$29,248 (\$1,000)	\$8,501 (\$200)	\$11,132 (\$42)	\$27,264 (\$198)
Persons Incarcerated or Formerly Incarcerated	\$649,686 (\$750)	*	\$11,553 (\$200)	\$122,809 (\$512)	\$190,959 (\$600)	\$49,183 (\$160)	\$72,686 (\$50)	\$68,064 (\$75)
Person with a Disability	\$602,171 (\$720)	*	\$20,388 (\$150)	\$109,648 (\$617)	\$232,793 (\$500)	\$50,684 (\$161)	\$78,279 (\$50)	\$116,786 (\$128)
Person Identifies with LGBTQIA+ Community	\$578,882 (\$700)	*	\$18,615 (\$150)	\$46,976 (\$800)	\$187,925 (\$500)	\$42,319 (\$131)	\$37,834 (\$50)	\$130,582 (\$169)

Note: Total program participants: 6,513. * = Data have been masked for privacy when n < 10.

Table F.3: Prosperity 10,000 Participant Counts by Priority Population and Wraparound Service Type.
Numbers in parentheses indicate total services received

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	62 (88)	0 (0)	0 (0)	*	56 (70)	24 (28)	16 (38)	18 (27)
Black/African American	142 (239)	0 (0)	0 (0)	42 (71)	67 (95)	40 (44)	90 (171)	73 (96)
Native American/Alaska Native	18 (33)	0 (0)	0 (0)	11 (16)	*	*	16 (34)	33 (55)
Native Hawaiian/Pacific Islander	*	0 (0)	0 (0)	*	*	*	*	*
Latino/a/x/Hispanic	143 (297)	0 (0)	0 (0)	19 (27)	17 (18)	64 (84)	70 (126)	103 (147)
Two or More Races	272 (554)	*	0 (0)	47 (72)	58 (78)	92 (119)	138 (247)	188 (281)
White	794 (1610)	*	0 (0)	146 (267)	126 (173)	276 (409)	365 (764)	682 (926)
By Gender								
Women	540 (1135)	*	0 (0)	110 (188)	104 (129)	218 (310)	308 (619)	505 (757)
Men	560 (1126)	*	0 (0)	119 (194)	161 (214)	172 (225)	290 (572)	467 (590)
Non-Binary	*	0 (0)	0 (0)	*	12 (13)	*	0 (0)	*
By Age								
Ages 24 and Younger	225 (508)	0 (0)	0 (0)	23 (44)	30 (34)	78 (101)	95 (192)	216 (299)
Ages 25-39	682 (1342)	*	0 (0)	119 (210)	186 (245)	235 (314)	307 (593)	464 (675)
Ages 40 and Older	598 (1107)	*	0 (0)	143 (237)	119 (172)	220 (317)	348 (711)	514 (672)

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Geography								
Frontier	127 (314)	0 (0)	0 (0)	*	0 (0)	13 (13)	26 (40)	70 (109)
Rural	631 (1415)	*	0 (0)	133 (235)	*	170 (216)	328 (712)	469 (629)
Urban	727 (1170)	*	0 (0)	141 (244)	316 (431)	338 (485)	384 (704)	620 (849)
By Other Priority Populations								
Federally Recognized Tribal Member	14 (29)	0 (0)	0 (0)	*	0 (0)	*	10 (15)	13 (15)
Veteran	47 (94)	*	0 (0)	10 (14)	*	12 (16)	18 (34)	26 (33)
Persons Incarcerated or Formerly Incarcerated	155 (284)	0 (0)	0 (0)	62 (109)	17 (26)	77 (99)	127 (235)	512 (621)
Person with a Disability	147 (276)	*	0 (0)	41 (72)	29 (47)	58 (89)	106 (209)	106 (135)
Person Identifies with LGBTQIA+ Community	53 (115)	0 (0)	0 (0)	*	26 (37)	33 (54)	23 (39)	45 (73)

Note: Total program participants: 3,451. * = Data have been masked for privacy when n < 10.

Table F.4: Prosperity 10,000 Spending by Priority Population and Service Type.

Numbers in parentheses indicate median spending per participant

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	\$167,336 (\$1,709)	\$0 (\$0)	\$0 (\$0)	*	\$64,750 (\$1,000)	\$8,837 (\$346)	\$2,290 (\$50)	\$12,456 (\$175)
Black/African American	\$457,614 (\$1,617)	\$0 (\$0)	\$0 (\$0)	\$53,155 (\$214)	\$111,250 (\$1,250)	\$15,928 (\$393)	\$9,440 (\$50)	\$15,185 (\$150)
Native American/ Alaska Native	\$100,614 (\$1,450)	\$0 (\$0)	\$0 (\$0)	\$11,195 (\$675)	*	*	\$2,576 (\$42)	\$8,890 (\$48)
Native Hawaiian/ Pacific Islander	*	\$0 (\$0)	\$0 (\$0)	*	*	*	*	*
Latino/a/x/Hispanic	\$524,062 (\$1,300)	\$0 (\$0)	\$0 (\$0)	\$25,184 (\$570)	\$16,500 (\$1,000)	\$25,044 (\$181)	\$11,680 (\$50)	\$18,004 (\$75)
Two or More Races	\$947,443 (\$1,208)	*	\$0 (\$0)	\$77,635 (\$398)	\$78,750 (\$1,250)	\$33,725 (\$233)	\$40,862 (\$50)	\$108,705 (\$169)
White	\$3,261,079 (\$1,650)	*	\$0 (\$0)	\$277,535 (\$600)	\$178,950 (\$1,250)	\$98,976 (\$177)	\$131,482 (\$50)	\$407,460 (\$207)
By Gender								
Women	\$1,954,069 (\$1,500)	*	\$0 (\$0)	\$208,000 (\$600)	\$124,650 (\$1,000)	\$77,458 (\$164)	\$82,539 (\$50)	\$185,902 (\$144)
Men	\$2,253,131 (\$1,500)	*	\$0 (\$0)	\$207,916 (\$702)	\$218,800 (\$1,250)	\$64,271 (\$247)	\$83,454 (\$50)	\$205,685 (\$220)
Non-Binary	*	\$0 (\$0)	\$0 (\$0)	*	\$10,750 (\$1,000)	*	\$0 (\$0)	*
By Age								
Ages 24 and Younger	\$966,574 (\$1,500)	\$0 (\$0)	\$0 (\$0)	\$64,182 (\$630)	\$28,900 (\$1,000)	\$21,495 (\$176)	\$18,077 (\$40)	\$222,149 (\$220)
Ages 25-39	\$2,808,876 (\$1,779)	*	\$0 (\$0)	\$221,743 (\$600)	\$244,500 (\$1,250)	\$87,047 (\$206)	\$90,277 (\$50)	\$215,869 (\$150)
Ages 40 and Older	\$1,959,948 (\$1,246)	*	\$0 (\$0)	\$210,554 (\$600)	\$196,800 (\$1,250)	\$84,929 (\$201)	\$96,397 (\$50)	\$179,154 (\$187)
By Geography								

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
Frontier	\$475,698 (\$1,000)	\$0 (\$0)	\$0 (\$0)	*	\$0 (\$0)	\$1,362 (\$127)	\$3,235 (\$77)	\$129,575 (\$327)
Rural	\$3,062,230 (\$1,826)	*	\$0 (\$0)	\$319,576 (\$790)	*	\$43,697 (\$160)	\$139,822 (\$40)	\$278,138 (\$190)
Urban	\$2,089,082 (\$1,488)	*	\$0 (\$0)	\$169,326 (\$399)	\$456,550 (\$1,250)	\$143,907 (\$280)	\$48,351 (\$50)	\$197,835 (\$125)
By Other Priority Populations								
Federally Recognized Tribal Member	\$99,606 (\$1,284)	\$0 (\$0)	\$0 (\$0)	*	\$0 (\$0)	*	\$1,749 (\$50)	\$12,588 (\$170)
Veteran	\$176,204 (\$1,626)	*	\$0 (\$0)	\$20,922 (\$1,238)	*	\$3,228 (\$144)	\$8,158 (\$50)	\$25,984 (\$235)
Persons Incarcerated or Formerly Incarcerated	\$483,954 (\$916)	\$0 (\$0)	\$0 (\$0)	\$96,808 (\$500)	\$33,750 (\$1,250)	\$28,435 (\$202)	\$61,380 (\$50)	\$48,552 (\$75)
Person with a Disability	\$461,098 (\$1,100)	*	\$0 (\$0)	\$69,359 (\$500)	\$52,250 (\$1,250)	\$24,141 (\$262)	\$50,097 (\$50)	\$76,192 (\$200)
Person Identifies with LGBTQIA+ Community	\$223,070 (\$1,441)	\$0 (\$0)	\$0 (\$0)	*	\$40,400 (\$1,250)	\$13,527 (\$287)	\$13,909 (\$50)	\$30,171 (\$145)

Note: Total program participants: 3,451. * = Data have been masked for privacy when n < 10.

Table F.5: Registered Apprenticeships Participant Counts by Priority Population and Wraparound Service Type.
Numbers in parentheses indicate total services received

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	*	0 (0)	*	0 (0)	*	*	*	*
Black/African American	14 (20)	0 (0)	*	0 (0)	18 (18)	*	*	25 (25)
Native American/Alaska Native	*	0 (0)	*	0 (0)	36 (49)	*	14 (14)	*
Native Hawaiian/Pacific Islander	*	0 (0)	*	0 (0)	*	*	*	*
Latino/a/x/Hispanic	63 (93)	0 (0)	54 (56)	0 (0)	54 (54)	52 (54)	32 (32)	58 (60)
Two or More Races	65 (121)	0 (0)	44 (49)	*	28 (28)	48 (56)	10 (12)	71 (73)
White	148 (226)	*	80 (87)	*	65 (66)	84 (97)	46 (63)	97 (105)
By Gender								
Women	86 (137)	*	32 (40)	*	63 (68)	40 (49)	35 (42)	57 (65)
Men	212 (345)	0 (0)	161 (168)	*	144 (153)	157 (172)	73 (86)	207 (211)
Non-Binary	*	0 (0)	*	*	*	*	*	10 (10)
By Age								
Ages 24 and Younger	125 (234)	0 (0)	139 (147)	0 (0)	105 (110)	135 (148)	61 (71)	148 (152)
Ages 25-39	92 (131)	*	39 (42)	*	79 (86)	46 (52)	32 (40)	95 (99)
Ages 40 and Older	90 (131)	*	17 (21)	*	27 (29)	19 (24)	17 (19)	31 (35)
By Geography								
Frontier	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Rural	87 (127)	*	59 (62)	*	51 (65)	69 (84)	45 (54)	36 (44)
Urban	213 (360)	*	134 (142)	*	160 (160)	128 (134)	61 (69)	237 (241)

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Other Priority Populations								
Federally Recognized Tribal Member	*	0 (0)	*	0 (0)	36 (49)	*	15 (15)	*
Veteran	*	0 (0)	*	0 (0)	0 (0)	*	*	*
Persons Incarcerated or Formerly Incarcerated	53 (64)	0 (0)	*	0 (0)	29 (36)	*	14 (14)	35 (35)
Person with a Disability	31 (45)	*	*	*	11 (14)	*	*	18 (18)
Person Identifies with LGBTQIA+ Community	15 (19)	0 (0)	*	*	37 (40)	*	*	32 (34)

Note: Total program participants: 545. * = Data have been masked for privacy when n < 10.

Table F.6: Registered Apprenticeships Spending by Priority Population and Service Type.
Numbers in parentheses indicate median spending per participant

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	*	\$0 (\$0)	*	\$0 (\$0)	*	*	*	*
Black/African American	\$4,873 (\$162)	\$0 (\$0)	*	\$0 (\$0)	\$0 (\$0)	*	*	\$461 (\$101)
Native American/Alaska Native	*	\$0 (\$0)	*	\$0 (\$0)	\$25,371 (\$800)	*	\$1,188 (\$91)	*
Native Hawaiian/Pacific Islander	*	\$0 (\$0)	*	\$0 (\$0)	*	*	*	*
Latino/a/x/Hispanic	\$22,174 (\$125)	\$0 (\$0)	\$2,730 (\$33)	\$0 (\$0)	\$0 (\$0)	\$19,564 (\$375)	\$4,259 (\$100)	\$488 (\$59)
Two or More Races	\$29,155 (\$125)	\$0 (\$0)	\$7,414 (\$165)	*	\$0 (\$0)	\$8,876 (\$102)	\$2,156 (\$100)	\$4,533 (\$112)
White	\$48,748 (\$150)	*	\$8,839 (\$82)	*	\$150 (\$0)	\$30,218 (\$210)	\$13,873 (\$100)	\$16,847 (\$112)
By Gender								
Women	\$32,007 (\$150)	*	\$5,588 (\$125)	*	\$10,289 (\$800)	\$14,810 (\$200)	\$11,913 (\$150)	\$9,761 (\$112)
Men	\$77,300 (\$125)	\$0 (\$0)	\$14,583 (\$82)	*	\$15,232 (\$171)	\$48,516 (\$210)	\$10,366 (\$100)	\$12,611 (\$112)
Non-Binary	*	\$0 (\$0)	*	*	*	*	*	\$782 (\$200)
By Age								
Ages 24 and Younger	\$46,821 (\$125)	\$0 (\$0)	\$11,669 (\$82)	\$0 (\$0)	\$9,898 (\$800)	\$44,267 (\$321)	\$7,506 (\$100)	\$10,319 (\$59)
Ages 25-39	\$35,249 (\$550)	*	\$4,875 (\$103)	*	\$14,057 (\$800)	\$15,640 (\$200)	\$9,237 (\$100)	\$9,967 (\$112)
Ages 40 and Older	\$31,093 (\$288)	*	\$3,761 (\$165)	*	\$1,566 (\$80)	\$4,120 (\$134)	\$6,872 (\$200)	\$2,868 (\$112)

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Geography								
Frontier	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)
Rural	\$33,658 (\$142)	*	\$6,409 (\$100)	*	\$24,421 (\$250)	\$23,313 (\$210)	\$11,758 (\$100)	\$10,286 (\$112)
Urban	\$75,876 (\$125)	*	\$12,513 (\$82)	*	\$1,100 (\$0)	\$39,644 (\$375)	\$10,757 (\$100)	\$12,867 (\$112)
By Other Priority Populations								
Federally Recognized Tribal Member	*	\$0 (\$0)	*	\$0 (\$0)	\$25,371 (\$800)	*	\$1,278 (\$90)	*
Veteran	*	\$0 (\$0)	*	\$0 (\$0)	\$0 (\$0)	*	*	*
Persons Incarcerated or Formerly Incarcerated	\$7,725 (\$125)	\$0 (\$0)	*	\$0 (\$0)	\$15,223 (\$800)	*	\$1,099 (\$50)	\$186 (\$30)
Person with a Disability	\$9,533 (\$239)	*	*	*	\$6,196 (\$800)	*	*	\$1,582 (\$200)
Person Identifies with LGBTQIA+ Community	\$3,339 (\$404)	\$0 (\$0)	*	*	\$6,028 (\$800)	*	*	\$6,788 (\$200)

Note: Total program participants: 545. * = Data have been masked for privacy when n < 10.

Table F.7: Workforce Ready Grants Participant Counts by Priority Population and Wraparound Service Type.
Numbers in parentheses indicate total services received

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	33 (62)	0 (0)	*	0 (0)	26 (28)	10 (15)	*	10 (12)
Black/African American	37 (50)	0 (0)	*	0 (0)	32 (32)	15 (15)	18 (43)	17 (25)
Native American/Alaska Native	55 (86)	*	*	*	98 (367)	12 (12)	36 (140)	*
Native Hawaiian/Pacific Islander	*	0 (0)	0 (0)	0 (0)	*	*	*	*
Latino/a/x /Hispanic	215 (372)	*	51 (69)	17 (19)	124 (133)	82 (129)	115 (255)	114 (159)
Two or More Races	162 (244)	*	25 (33)	*	67 (77)	79 (139)	70 (214)	52 (75)
White	378 (664)	*	62 (72)	18 (18)	127 (131)	138 (212)	112 (337)	190 (226)
By Gender								
Women	505 (799)	*	75 (104)	21 (23)	257 (388)	158 (270)	187 (577)	258 (347)
Men	404 (726)	*	70 (86)	23 (23)	232 (395)	179 (250)	177 (435)	114 (138)
Non-Binary	28 (68)	0 (0)	16 (16)	*	19 (18)	16 (21)	15 (20)	32 (33)
By Age								
Ages 24 and Younger	358 (737)	*	73 (82)	*	173 (186)	155 (281)	143 (399)	100 (123)
Ages 25-39	368 (549)	*	39 (54)	17 (18)	184 (335)	127 (172)	115 (357)	169 (227)
Ages 40 and Older	225 (326)	0 (0)	51 (73)	22 (23)	146 (276)	76 (93)	121 (285)	135 (168)

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Geography								
Frontier	31 (36)	0 (0)	0 (0)	*	0 (0)	*	0 (0)	*
Rural	308 (490)	0 (0)	27 (36)	*	166 (443)	114 (184)	125 (468)	85 (108)
Urban	561 (1005)	*	139 (174)	37 (38)	333 (347)	237 (353)	251 (564)	304 (394)
By Other Priority Populations								
Federally Recognized Tribal Member	55 (83)	0 (0)	*	*	97 (367)	14 (16)	38 (148)	*
Veteran	27 (44)	0 (0)	*	*	14 (19)	11 (13)	12 (26)	*
Persons Incarcerated or Formerly Incarcerated	41 (67)	0 (0)	18 (19)	16 (16)	40 (153)	23 (24)	33 (72)	30 (38)
Person with a Disability	70 (112)	*	47 (58)	*	88 (91)	52 (64)	54 (105)	40 (46)
Person Identifies with LGBTQIA+ Community	115 (225)	*	44 (56)	*	51 (75)	55 (76)	43 (71)	93 (97)

Note: Total program participants: 1,996. * = Data have been masked for privacy when n < 10.

Table F.8: Workforce Ready Grants Spending by Priority Population and Service Type.

Numbers in parentheses indicate median spending per participant

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	\$71,105 (\$511)	\$0 (\$0)	*	\$0 (\$0)	\$26,835 (\$500)	\$2,417 (\$121)	*	\$4,588 (\$216)
Black/African American	\$87,831 (\$1,500)	\$0 (\$0)	*	\$0 (\$0)	\$39,083 (\$1,199)	\$3,926 (\$320)	\$2,662 (\$45)	\$13,534 (\$280)
Native American/Alaska Native	\$206,707 (\$1,586)	*	*	*	\$380,052 (\$465)	\$11,214 (\$1,175)	\$12,728 (\$50)	*
Native Hawaiian/Pacific Islander	*	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	*	*	*	*
Latino/a/x/Hispanic	\$381,147 (\$695)	*	\$13,090 (\$100)	\$10,838 (\$500)	\$139,555 (\$500)	\$20,192 (\$95)	\$15,178 (\$45)	\$67,463 (\$195)
Two or More Races	\$272,610 (\$887)	*	\$6,240 (\$131)	*	\$86,207 (\$500)	\$30,729 (\$160)	\$9,588 (\$25)	\$28,842 (\$169)
White	\$822,363 (\$511)	*	\$25,109 (\$246)	\$29,959 (\$1,350)	\$177,598 (\$1,199)	\$37,609 (\$120)	\$16,956 (\$25)	\$158,552 (\$450)
By Gender								
Women	\$1,095,301 (\$800)	*	\$22,267 (\$125)	\$11,058 (\$500)	\$453,794 (\$500)	\$44,311 (\$120)	\$33,869 (\$35)	\$192,648 (\$216)
Men	\$798,042 (\$517)	*	\$22,648 (\$150)	\$36,061 (\$1,494)	\$443,314 (\$500)	\$61,720 (\$165)	\$23,073 (\$25)	\$67,342 (\$198)
Non-Binary	\$97,891 (\$210)	\$0 (\$0)	\$5,889 (\$246)	*	\$35,735 (\$1,380)	\$3,792 (\$159)	\$2,917 (\$45)	\$31,735 (\$1,020)
By Age								
Ages 24 and Younger	\$729,160 (\$508)	*	\$20,633 (\$172)	*	\$276,250 (\$1,200)	\$45,887 (\$120)	\$18,993 (\$25)	\$55,884 (\$216)
Ages 25-39	\$788,888 (\$795)	*	\$16,135 (\$200)	\$18,299 (\$500)	\$365,564 (\$500)	\$39,987 (\$155)	\$17,906 (\$34)	\$125,871 (\$200)
Ages 40 and Older	\$435,424 (\$727)	\$0 (\$0)	\$15,315 (\$100)	\$22,503 (\$500)	\$264,727 (\$500)	\$25,862 (\$148)	\$23,415 (\$50)	\$111,758 (\$280)

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Geography								
Frontier	\$37,317 (\$887)	\$0 (\$0)	\$0 (\$0)	*	\$0 (\$0)	*	\$0 (\$0)	*
Rural	\$843,993 (\$955)	\$0 (\$0)	\$6,080 (\$116)	*	\$521,060 (\$465)	\$41,156 (\$150)	\$27,372 (\$28)	\$59,927 (\$270)
Urban	\$1,217,213 (\$517)	*	\$46,327 (\$150)	\$43,912 (\$500)	\$435,334 (\$500)	\$67,276 (\$121)	\$33,611 (\$45)	\$230,157 (\$216)
By Other Priority Populations								
Federally Recognized Tribal Member	\$210,314 (\$2,216)	\$0 (\$0)	*	*	\$377,344 (\$465)	\$15,144 (\$639)	\$13,153 (\$50)	*
Veteran	\$47,367 (\$511)	\$0 (\$0)	*	*	\$17,748 (\$500)	\$4,405 (\$377)	\$2,739 (\$25)	*
Persons Incarcerated or Formerly Incarcerated	\$157,046 (\$1,500)	\$0 (\$0)	\$9,369 (\$585)	\$21,925 (\$1,000)	\$138,511 (\$465)	\$11,298 (\$127)	\$7,207 (\$50)	\$15,322 (\$146)
Person with a Disability	\$127,603 (\$498)	*	\$15,777 (\$200)	*	\$132,612 (\$1,200)	\$13,365 (\$92)	\$7,534 (\$36)	\$32,059 (\$417)
Person Identifies with LGBTQIA+ Community	\$351,980 (\$517)	*	\$14,891 (\$176)	*	\$111,663 (\$1,000)	\$16,520 (\$121)	\$6,449 (\$45)	\$84,166 (\$800)

Note: Total program participants: 1,996. * = Data have been masked for privacy when n < 10.

Table F.9: Youth Programs Participant Counts by Priority Population and Wraparound Service Type.

Numbers in parentheses indicate total services received

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian American/Asian	0 (0)	0 (0)	*	0 (0)	*	*	*	*
Black/African American	*	*	13 (14)	0 (0)	33 (49)	19 (37)	19 (21)	26 (69)
Native American/Alaska Native	0 (0)	0 (0)	0 (0)	*	*	*	*	*
Native Hawaiian/Pacific Islander	*	0 (0)	0 (0)	0 (0)	*	*	*	*
Latino/a/x/Hispanic	14 (26)	*	12 (13)	*	37 (51)	25 (67)	32 (90)	*
Two or More Races	23 (31)	*	21 (23)	*	46 (63)	28 (41)	40 (52)	38 (100)
White	71 (83)	*	41 (52)	20 (40)	125 (169)	86 (153)	102 (163)	51 (130)
By Gender								
Women	47 (57)	*	24 (28)	14 (27)	137 (191)	69 (145)	109 (202)	60 (173)
Men	59 (79)	*	41 (48)	14 (26)	104 (149)	76 (134)	91 (139)	56 (114)
Non-Binary	*	*	21 (25)	*	24 (28)	27 (46)	14 (22)	20 (45)
By Age								
Ages 24 and Younger	124 (154)	10 (15)	79 (93)	32 (59)	251 (360)	158 (293)	217 (347)	125 (312)
Ages 25-39	*	*	13 (14)	*	16 (22)	18 (37)	*	16 (30)
Ages 40 and Older	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Geography								
Frontier	53 (55)	0 (0)	0 (0)	0 (0)	0 (0)	*	40 (44)	0 (0)
Rural	16 (26)	*	15 (16)	14 (23)	97 (128)	35 (48)	36 (81)	12 (20)
Urban	34 (55)	13 (17)	77 (91)	18 (40)	174 (248)	127 (267)	136 (237)	129 (321)
By Other Priority Populations								
Federally Recognized Tribal Member	*	*	*	*	*	*	*	*
Veteran	0 (0)	0 (0)	*	0 (0)	0 (0)	*	*	0 (0)
Persons Incarcerated or Formerly Incarcerated	*	*	*	*	10 (13)	23 (39)	13 (21)	16 (31)
Person with a Disability	20 (26)	*	31 (35)	17 (24)	68 (90)	49 (61)	46 (73)	32 (58)
Person Identifies with LGBTQIA+ Community	12 (17)	*	36 (44)	15 (34)	71 (93)	46 (83)	44 (59)	46 (93)

Note: Total program participants: 588. * = Data have been masked for privacy when n < 10.

Table F.10: Youth Programs Spending by Priority Population and Service Type.

Numbers in parentheses indicate median spending per participant

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Race								
Asian								
American/Asian	\$0 (\$0)	\$0 (\$0)	*	\$0 (\$0)	*	*	*	*
Black/African American	*	*	\$150 (\$50)	\$0 (\$0)	\$9,524 (\$100)	\$6,263 (\$108)	\$5,543 (\$300)	\$6,519 (\$50)
Native American/Alaska Native	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	*	*	*	*	*
Native Hawaiian/Pacific Islander	*	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	*	*	*	*
Latino/a/x/Hispanic	\$4,856 (\$112)	*	\$845 (\$65)	*	\$16,802 (\$300)	\$14,171 (\$100)	\$11,673 (\$54)	*
Two or More Races	\$6,324 (\$176)	*	\$1,999 (\$130)	*	\$17,863 (\$300)	\$6,472 (\$92)	\$14,780 (\$144)	\$10,103 (\$50)
White	\$26,049 (\$270)	*	\$5,414 (\$62)	\$35,327 (\$825)	\$59,914 (\$200)	\$32,783 (\$149)	\$22,477 (\$57)	\$14,146 (\$50)
By Gender								
Women	\$13,543 (\$144)	*	\$2,017 (\$64)	\$22,152 (\$900)	\$79,047 (\$250)	\$39,538 (\$175)	\$35,307 (\$56)	\$65,018 (\$50)
Men	\$22,824 (\$250)	*	\$5,029 (\$120)	\$25,275 (\$300)	\$83,619 (\$250)	\$27,402 (\$100)	\$24,137 (\$100)	\$50,713 (\$50)
Non-Binary	*	*	\$1,237 (\$55)	*	\$9,249 (\$100)	\$6,145 (\$103)	\$3,278 (\$39)	\$3,434 (\$50)
By Age								
Ages 24 and Younger	\$43,048 (\$224)	\$1,873 (\$80)	\$8,334 (\$100)	\$50,432 (\$629)	\$177,878 (\$250)	\$68,246 (\$149)	\$62,186 (\$100)	\$116,644 (\$50)
Ages 25-39	*	*	\$154 (\$12)	*	\$1,395 (\$38)	\$5,604 (\$76)	*	\$4,709 (\$50)
Ages 40 and Older	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)

Priority Population	Tuition and Fees Assistance	Childcare	Food Assistance	Residential Assistance	Stipend	Tools, Supplies, Equipment, Uniform, Technology	Transportation	Other Wrap Around Support
By Geography								
Frontier	\$18,633 (\$270)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	*	\$5,900 (\$100)	\$0 (\$0)
Rural	\$6,621 (\$235)	*	\$1,413 (\$88)	\$20,223 (\$617)	\$40,272 (\$250)	\$11,965 (\$176)	\$15,418 (\$100)	\$5,591 (\$94)
Urban	\$6,154 (\$78)	\$2,504 (\$50)	\$6,994 (\$64)	\$32,092 (\$825)	\$142,581 (\$150)	\$58,164 (\$121)	\$41,340 (\$50)	\$115,684 (\$50)
By Other Priority Populations								
Federally Recognized Tribal Member	*	*	*	*	*	*	*	*
Veteran	\$0 (\$0)	\$0 (\$0)	*	\$0 (\$0)	\$0 (\$0)	*	*	\$0 (\$0)
Persons Incarcerated or Formerly Incarcerated	*	*	*	*	\$3,476 (\$200)	\$8,335 (\$95)	\$3,001 (\$34)	\$4,004 (\$50)
Person with a Disability	\$3,938 (\$25)	*	\$3,661 (\$103)	\$29,834 (\$707)	\$41,734 (\$300)	\$11,704 (\$143)	\$16,771 (\$105)	\$6,953 (\$54)
Person Identifies with LGBTQIA+ Community	\$493 (\$25)	*	\$2,979 (\$55)	\$25,629 (\$825)	\$29,834 (\$225)	\$12,225 (\$100)	\$14,293 (\$138)	\$9,457 (\$50)

Note: Total program participants: 588. * = Data have been masked for privacy when n < 10.

APPENDIX G: PROPENSITY SCORE WEIGHTING PROCEDURE

The employment outcomes used to assess Future Ready Oregon come from the Oregon Employment Department's (OED) Unemployment Insurance data base, which contains information on jobs held by Oregonians including employer, industry, hours worked, and wages. Public and private employers are mandated to report this information to OED, which they do on a quarterly basis. To obtain these data for Future Ready Oregon participants, HECC sends identifying information of individual participants to OED, and OED matches participants to the records in their Unemployment Insurance data. OED then returns employment records for individuals successfully matched. Because matching relies primarily on social security numbers (SSNs), it is essential that Future Ready Oregon grantees collect SSNs from participants.

However, Future Ready Oregon has no eligibility requirements, meaning participants are not required to provide SSNs to participate. Additionally, though programs and grantees receive the same instructions, training materials, and requirements, they vary in their practices and methods of implementing these requirements and collecting identifying information. In addition, participants vary in their likelihood of providing their identifying information. This results in different rates of SSN availability. Indeed, data collection monitoring conducted daily during each submission period reveals consistent differences in data collection success across programs. An analysis of SSN availability by program reveals stark differences, ranging from 82% for Prosperity 10,000 to 20% for Youth Programs. This variation makes generalizing employment outcome results to all Future Ready Oregon participants tenuous, particularly within programs such as Youth Programs or Workforce Ready Grants where large proportions of participant data lack SSNs and therefore lack employment outcome data.

STATISTICAL EVIDENCE OF NON-RANDOM MISSINGNESS

Both qualitative evidence and statistical analyses indicate that SSN availability is not missing completely at random across programs. If data were missing at random, it is more reasonable to generalize to all Future Ready Oregon participants. Table X presents results from a logistic regression predicting SSN availability using program participation (i.e., which program a participant is associated with) and Priority Population characteristics. Results in the table show the odds of a participant having reported their social security number. In this model, program participation is referenced to Youth Programs, i.e., results show the odds of a participant in a program having reported SSN compared to the odds of a Youth Programs participant having reported SSN. Similarly, gender is referenced to men (i.e., shows the odds of a woman reporting SSN compared to a man reporting SSN), and other Priority Population characteristics are referenced to not identifying with the characteristic shown (e.g., the results for White show the odds of a White person reporting SSN compared to someone who does not identify as White).

The regression reveals that program participation is the strongest predictor of SSN availability. Compared to Youth Program participants, Prosperity 10,000 participants are nearly 15 times more likely to have their SSN available, Career Pathways participants are 8.5 times more likely, and even Workforce Ready Grant participants are twice as likely. Priority Population characteristics that are

stronger predictors include identifying as a Veteran, as Black/African American, as a woman, and as White.

Table G.1: Logistic regression results of having a social security number.

Term	Odds Ratio	Standard Error	Regression Statistic	P-Value	Lower Bound Confidence Interval	Upper Bound Confidence Interval
Prosperity 10,000 Participant	14.908	0.063	42.901	0	13.186	16.879
Career Pathways Participant	8.541	0.056	38.53	0	7.662	9.53
Workforce Benefits Navigator Participant	3.276	0.089	13.27	0	2.752	3.907
Registered Apprenticeships Participant	2.991	0.076	14.485	0	2.58	3.471
Workforce Ready Grants Participant	2.255	0.05	16.364	0	2.047	2.487
Black African American - Missing	1.642	0.195	2.55	0.011	1.126	2.418
Veteran Status - Yes	1.377	0.121	2.64	0.008	1.09	1.753
Black African American - Yes	1.33	0.073	3.906	0	1.153	1.535
Gender - Women	1.237	0.034	6.19	0	1.157	1.324
Veteran Status - Missing	1.228	0.06	3.434	0.001	1.092	1.381
White - Yes	1.164	0.05	3.056	0.002	1.056	1.283
Gender - Missing	1.149	0.069	1.998	0.046	1.003	1.317
Individual with Disability - Missing	1.137	0.044	2.904	0.004	1.043	1.24
Native American Alaska Native - Yes	1.13	0.078	1.558	0.119	0.969	1.318
Native Hawaiian Pacific Islander - Yes	1.104	0.133	0.743	0.457	0.851	1.435
White - Missing	1.067	0.094	0.688	0.492	0.888	1.282
Tribal Membership - Yes	1.046	0.115	0.388	0.698	0.834	1.312
LGBTQ Plus - Yes	1.045	0.076	0.579	0.563	0.901	1.214
Incarcerated or Formerly Incarcerated - Missing	1.043	0.049	0.85	0.396	0.947	1.149
Age	1.038	0.001	25.192	0	1.035	1.041
Individual with a Disability - Yes	1.023	0.056	0.409	0.682	0.916	1.143

Native American Alaska Native - Missing	1.007	0.147	0.051	0.96	0.756	1.345
Asian American Asian - Yes	0.838	0.087	-2.019	0.043	0.707	0.995
Native Hawaiian Pacific Islander - Missing	0.722	0.37	-0.88	0.379	0.35	1.498
Latino/a/x Hispanic - Yes	0.714	0.045	-7.507	0	0.654	0.78
LGBTQ Plus Missing	0.626	0.051	-9.258	0	0.567	0.691
Asian American Asian - Missing	0.593	0.307	-1.7	0.089	0.325	1.088
Incarcerated or Formerly Incarcerated - Yes	0.549	0.063	-9.502	0	0.485	0.621
Latino/a/x Hispanic Missing	0.526	0.072	-8.976	0	0.457	0.605
Tribal Membership Missing	0.321	0.053	-21.569	0	0.289	0.355

Note: Reference categories are as follows: program participation is referenced to Youth Programs participation; gender is referenced to men; all other demographics are referenced to 'No.'

PROPENSITY SCORE WEIGHTING METHOD

Overview

To address the non-random nature of SSN availability and improve the generalizability of employment outcome results to the full Future Ready Oregon population, we employed propensity score weighting. The propensity score, introduced by Rosenbaum and Rubin (1983)⁹⁸, is defined as the conditional probability of receiving treatment given observed baseline covariates: $e(X) = P(T=1 | X)$, where T indicates treatment status and X represents the vector of observed covariates. In this application, propensity scores represent the conditional probability of a participant providing their SSN given observed covariates (i.e., program participation and demographics).

Propensity score weighting uses these estimated probabilities to create a pseudo-population in which the distribution of covariates is independent of SSN availability, thereby reducing confounding.⁹⁹ This technique assigns higher weights to participants who provided SSNs but whose characteristics resemble those who did not provide SSNs. This upweights underrepresented demographic groups, making the employment outcomes more generalizable to the entire participant population. This is a standard statistical technique when dealing with non-random missing data.

98 Rosenbaum, P. R., & Rubin, D. B. (1983). The central role of the propensity score in observational studies for causal effects. *Biometrika*, 70(1), 41-55.

99 Austin, P. C. (2011). An introduction to propensity score methods for reducing the effects of confounding in observational studies. *Multivariate Behavioral Research*, 46(3), 399-424.

Propensity Score Estimation

Propensity scores were estimated using gradient boosted machine learning (GBM) rather than traditional logistic regression. GBM can flexibly capture non-linear relationships and higher-order interactions without pre-specification, making it well-suited to the complex patterns of missingness in SSN data. The model included program participation and all Priority Population characteristics as covariates.

Program participation was included due to its strong qualitative and operational connections to SSN availability based on program implementation and data collection processes. Priority Population characteristics were included given their importance to Future Ready Oregon programming and their representation of historically underserved and marginalized populations who may have less trust in government entities or government-funded entities and therefore be less likely to provide SSNs. Due to their strong practical and theoretical connections, all covariates were retained in the model regardless of statistical significance.

Weighting Scheme and Implementation

The GBM model was implemented with the following specifications: number of trees = 5,000; interaction depth = 3; shrinkage parameter = 0.01. These parameters balance model flexibility with the risk of overfitting, ensuring that the propensity scores reflect genuine patterns in SSN availability rather than noise in the training data. The GBM model was optimized to minimize covariate imbalance (assessed via standardized mean differences) rather than maximize prediction accuracy, as balance is the primary goal in propensity score applications.

This analysis employed inverse probability of treatment weighting to estimate the average treatment effect in the target population. Inverse probability of treatment weighting creates a pseudo-population in which SSN availability is independent of measured covariates, mimicking the covariate balance that would be achieved in a randomized controlled trial.¹⁰⁰

Under inverse probability of treatment weighting for average treatment effect estimation, each participant receives a weight equal to the inverse of the probability of their observed SSN availability status¹⁰¹¹⁰²:

Participants with SSNs ($T=1$) receive weight: $w_i = 1/e(X_i)$

Participants without SSNs ($T=0$) receive weight: $w_i = 1/(1-e(X_i))$ where $e(X_i)$ is the estimated propensity score for participant i .

100 Hernán, M. A., & Robins, J. M. (2020). Causal inference: What if. Boca Raton: Chapman & Hall/CRC.

101 Hirano, K., & Imbens, G. W. (2001). Estimation of causal effects using propensity score weighting: An application to data on right heart catheterization. *Health Services and Outcomes Research Methodology*, 2, 259-278.

102 Austin, P. C., & Stuart, E. A. (2015). Moving towards best practice when using inverse probability of treatment weighting (IPTW) using the propensity score to estimate causal treatment effects in observational studies. *Statistics in Medicine*, 34(28), 3661-3679.

This weighting scheme upweights participants whose SSN availability was unlikely given their covariates and downweights participants whose SSN availability was likely. Participants who provided SSNs despite having low propensity scores receive larger weights because few similar individuals provided SSNs; conversely, participants who provided SSNs with high propensity scores receive smaller weights¹⁰³¹⁰⁴.

Inverse probability weights were trimmed at the 1st and 99th percentiles to reduce the influence of extreme weights, which can produce unstable estimates and increase variance.¹⁰⁵ All procedures were conducted using R Statistical Software¹⁰⁶ (v4.4.1) and the WeightIt package¹⁰⁷ (v1.5.1).

Weight Diagnostics

The distribution of propensity score weights provides important information about the degree of adjustment required to achieve covariate balance. Table X.2 presents summary statistics for the final trimmed weights.

Table G.2: Distribution of Propensity Score Weights.

Minimum Weight	Mean Weight	Median Weight	Standard Deviation of Weights	Maximum Weight
1.01	1.56	1.17	1.25	11.9

The effective sample size after weighting was 6,242, calculated as $\text{effective sample size} = (\sum w_i)^2 / \sum w_i^2$. This represents approximately 40 percent of the original sample of 15,798 participants with SSNs reflecting the substantial differences between individuals with and without SSN data. While this represents a notable reduction in precision (standard errors approximately 1.6 times larger than unweighted analyses), the effective sample size remains adequate for the primary analyses. The loss of precision is an acceptable trade-off for eliminating bias due to systematic differences in SSN data availability. The effective sample size reflects the amount of information retained after weighting adjustments; values closer to the actual sample size indicate more stable weights and greater precision in weighted estimates.

103 Austin, P. C. (2011). An introduction to propensity score methods for reducing the effects of confounding in observational studies. *Multivariate Behavioral Research*, 46(3), 399-424.

104 Robins, J. M., Hernán, M. A., & Brumback, B. (2000). Marginal structural models and causal inference in epidemiology. *Epidemiology*, 11(5), 550-560.

105 Cole, S. R., & Hernán, M. A. (2008). Constructing inverse probability weights for marginal structural models. *American Journal of Epidemiology*, 168(6), 656-664.

106 R Core Team. (2021). R: A language and environment for statistical computing. R Foundation for Statistical Computing, Vienna, Austria. <https://www.R-project.org/>

107 Greifer, N. (2025). WeightIt: Weighting for covariate balance in observational studies. R package version 1.5.1. <https://CRAN.R-project.org/package=WeightIt>

Covariate Balance Assessment

Table G.3 below presents standardized mean differences for all covariates before and after propensity score weighting. Standardized mean differences quantify the difference in covariate means between participants with and without SSNs, standardized by the pooled standard deviation. Values below 0.1 are generally considered indicative of adequate balance.^{108,109}

Table X.3. Covariate Balance Summary.

Covariate	Covariate Type	Standardized Mean Differences	Balanced Summary	Standardized Mean Differences Threshold
Gender: M	Binary	0.012	Balanced	<0.1
Gender: F	Binary	0.015	Balanced	<0.1
Gender: U	Binary	-0.028	Balanced	<0.1
Gender: NA	Binary	-0.001	Balanced	<0.1
Latino/a/x Hispanic: N	Binary	0.055	Balanced	<0.1
Latino/a/x Hispanic: Y	Binary	-0.01	Balanced	<0.1
Latino/a/x Hispanic: U	Binary	-0.045	Balanced	<0.1
Native American Alaska Native: N	Binary	0.032	Balanced	<0.1
Native American Alaska Native: Y	Binary	0.006	Balanced	<0.1
Native American Alaska Native: U	Binary	-0.038	Balanced	<0.1
Asian American Asian: N	Binary	0.041	Balanced	<0.1
Asian American Asian: Y	Binary	0.001	Balanced	<0.1
Asian American Asian: U	Binary	-0.042	Balanced	<0.1
Native Hawaiian Pacific Islander: N	Binary	0.038	Balanced	<0.1
Native Hawaiian Pacific Islander: Y	Binary	0.001	Balanced	<0.1
Native Hawaiian Pacific Islander: U	Binary	-0.039	Balanced	<0.1
Black African American: N	Binary	0.026	Balanced	<0.1
Black African American: Y	Binary	0.014	Balanced	<0.1
Black African American: U	Binary	-0.04	Balanced	<0.1
White: N	Binary	0.01	Balanced	<0.1
White: Y	Binary	0.032	Balanced	<0.1
White: U	Binary	-0.042	Balanced	<0.1
Age	Contin.	0.128	Not Balanced	>0.1
Age: NA	Binary	-0.032	Balanced	<0.1
Individual with a Disability: N	Binary	0.017	Balanced	<0.1

108 Austin, P. C. (2009). Balance diagnostics for comparing the distribution of baseline covariates between treatment groups in propensity-score matched samples. *Statistics in Medicine*, 28(25), 3083-3107.

109 Stuart, E. A. (2010). Matching methods for causal inference: A review and a look forward. *Statistical Science*, 25(1), 1-21.

Individual with a Disability: Y	Binary	0.018	Balanced	<0.1
Individual with a Disability: U	Binary	-0.036	Balanced	<0.1
Veteran Status: N	Binary	0.031	Balanced	<0.1
Veteran Status: Y	Binary	0.007	Balanced	<0.1
Veteran Status: U	Binary	-0.038	Balanced	<0.1
Incarcerated or Formerly Incarcerated: N	Binary	0.029	Balanced	<0.1
Incarcerated or Formerly Incarcerated: Y	Binary	0.035	Balanced	<0.1
Incarcerated or Formerly Incarcerated: U	Binary	-0.064	Balanced	<0.1
Tribal Membership: N	Binary	0.06	Balanced	<0.1
Tribal Membership: Y	Binary	0.001	Balanced	<0.1
Tribal Membership: U	Binary	-0.061	Balanced	<0.1
LGBTQ Plus: N	Binary	0.058	Balanced	<0.1
LGBTQ Plus: Y	Binary	0.004	Balanced	<0.1
LGBTQ Plus: U	Binary	-0.062	Balanced	<0.1
Career Pathways Participant	Binary	0.014	Balanced	<0.1
Prosperity 10,000 Participant	Binary	0.07	Balanced	<0.1
Registered Apprenticeships Participant	Binary	0.001	Balanced	<0.1
Workforce Benefits Navigator Participant	Binary	-0.007	Balanced	<0.1
Workforce Ready Grants Participant	Binary	-0.021	Balanced	<0.1
Youth Program Participant	Binary	-0.018	Balanced	<0.1

As shown in Table X above, all covariates except for age achieved standardized mean differences well below the 0.1 threshold after weighting, with an average standardized mean difference of 0.005 across all covariates. The maximum standardized mean difference after weighting was 0.128 for Age. These results indicate that propensity score weighting successfully created balance across all measured covariates, mimicking the balance that would be expected in a randomized design.

Treatment of Missing Demographic Data

Missing values in demographic variables were treated as a separate category for each variable and explicitly included in the propensity score model. This approach, known as missing indicator method, allows the propensity score model to capture patterns in which missingness itself may be related to SSN availability. For example, participants who did not report their race/ethnicity may also be less likely to provide SSNs due to similar underlying factors (e.g., discomfort with providing personal information to government entities). This method was chosen because it is more transparent and easier to implement in the context of weighting, and missingness patterns

themselves carry information relevant to SSN availability. This approach is consistent with recommendations for propensity score estimation in the presence of missing covariate data.¹¹⁰

Assumptions and Limitations

Propensity score methods rely on several key assumptions. The positivity (or common support) assumption requires that each participant has a non-zero probability of both providing and not providing their SSN.¹¹¹ The correct specification assumption requires that the propensity score model adequately captures the relationship between covariates and treatment assignment (i.e., providing an SSN).

Most critically, propensity score weighting controls only for measured confounding. If there are unmeasured factors that influence both SSN availability and employment outcomes, results may still be biased despite propensity score weighting. However, the inclusion of comprehensive program and demographic information, informed by operational knowledge of data collection processes, reduces this concern.

110 Mitra, R., & Reiter, J. P. (2016). A comparison of two methods of estimating propensity scores after multiple imputation. *Statistical Methods in Medical Research*, 25(1), 188-204.

111 Westreich, D., & Cole, S. R. (2010). Invited commentary: Positivity in practice. *American Journal of Epidemiology*, 171(6), 674-677.

APPENDIX H: FUTURE READY OREGON JOB PLACEMENT BY PRIORITY POPULATIONS

Table H.1: Future Ready Oregon Overall Job Placement by Priority Population.

Priority Population	Participants With Employment Data	Participants Who Might Find Work	Percent of Participants Who Might Find Work	Participants Who Found Employment	Percent of Participants Who Found Employment
By Race					
Asian American/Asian	458	157	34%	127	80%
Black/African American	1035	399	38%	321	80%
Native American/Alaska Native	463	175	37%	120	68%
Native Hawaiian/Pacific Islander	91	29	31%	26	89%
Latino/a/x /Hispanic	1734	489	28%	369	75%
Two or More Races	2344	796	34%	591	74%
White	7276	2672	36%	1946	72%
By Gender					
Women	6091	2000	32%	1413	70%
Men	5905	2243	38%	1666	74%
Non-Binary	174	56	32%	46	82%
By Age					
Ages 24 and Younger	3336	955	28%	802	84%
Ages 25-39	5836	1970	33%	1434	72%
Ages 40 and Older	4971	2053	41%	1436	69%
By Geography					
Frontier	480	169	35%	109	64%
Rural	4953	1553	31%	1138	73%
Urban	7507	2762	36%	2100	76%
By Other Priority Populations					
Federally Recognized Tribal Member	332	126	38%	86	68%
Veteran	454	190	41%	122	64%
Persons Incarcerated or Formerly Incarcerated	2304	1201	52%	832	69%
Person with a Disability	1644	728	44%	458	62%
Person Identifies with LGBTQIA+ Community	862	296	34%	210	70%

Note. * = Data masked for privacy when n < 10. 'Eligible %' = percent of total participants eligible for job placement. 'Placed %' = percent of eligible participants placed into employment. Percentages are rounded to the nearest whole number.

Table H.2: Prosperity 10,000 Job Placement by Priority Population.

Priority Population	Participants With Employment Data	Participants Who Might Find Work	Percent of Participants Who Might Find Work	Participants Who Found Employment	Percent of Participants Who Found Employment
By Race					
Asian American/Asian	282	103	36%	93	90%
Black/African American	712	279	39%	240	86%
Native American/Alaska Native	180	66	36%	56	84%
Native Hawaiian/Pacific Islander	48	20	41%	18	90%
Latino/a/x /Hispanic	708	226	31%	183	81%
Two or More Races	1298	465	35%	377	81%
White	3803	1492	39%	1156	77%
By Gender					
Women	2448	845	34%	671	79%
Men	3052	1281	42%	986	77%
Non-Binary	61	20	32%	21	100%
By Age					
Ages 24 and Younger	1084	292	26%	275	94%
Ages 25-39	3154	1129	35%	908	80%
Ages 40 and Older	3117	1336	42%	1024	76%
By Geography					
Frontier	309	121	39%	87	71%
Rural	2495	834	33%	693	83%
Urban	4431	1749	39%	1393	79%
By Other Priority Populations					
Federally Recognized Tribal Member	74	26	35%	23	88%
Veteran	228	102	44%	70	68%
Persons Incarcerated or Formerly Incarcerated	1963	1018	51%	718	70%
Person with a Disability	869	408	47%	277	67%
Person Identifies with LGBTQIA+ Community	320	108	33%	93	86%

Note. * = Data masked for privacy when n < 10. 'Eligible %' = percent of total participants eligible for job placement. 'Placed %' = percent of eligible participants placed into employment. Percentages are rounded to the nearest whole number.

Table H.3: Career Pathways Job Placement by Priority Population.

Priority Population	Participants With Employment Data	Participants Who Might Find Work	Percent of Participants Who Might Find Work	Participants Who Found Employment	Percent of Participants Who Found Employment
By Race					
Asian American/Asian	84	28	33%	23	82%
Black/African American	120	50	41%	36	72%
Native American/Alaska Native	72	33	45%	21	63%
Native Hawaiian/Pacific Islander	19	2	10%	2	100%
Latino/a/x /Hispanic	492	137	27%	100	73%
Two or More Races	571	204	35%	152	74%
White	1857	725	39%	530	73%
By Gender					
Women	2006	700	34%	506	72%
Men	1392	536	38%	403	75%
Non-Binary	*	*	*	*	*
By Age					
Ages 24 and Younger	898	256	28%	212	82%
Ages 25-39	1562	555	35%	391	70%
Ages 40 and Older	1005	459	45%	327	71%
By Geography					
Frontier	131	42	32%	26	61%
Rural	1137	362	31%	268	74%
Urban	1416	537	37%	392	73%
By Other Priority Populations					
Federally Recognized Tribal Member	53	25	47%	20	80%
Veteran	146	67	45%	43	64%
Persons Incarcerated or Formerly Incarcerated	179	111	62%	81	73%
Person with a Disability	391	195	49%	122	62%
Person Identifies with LGBTQIA+ Community	160	72	45%	51	70%

Note. * = Data masked for privacy when n < 10. 'Eligible %' = percent of total participants eligible for job placement. 'Placed %' = percent of eligible participants placed into employment. Percentages are rounded to the nearest whole number.

Table H.4: Registered Apprenticeships Job Placement by Priority Population.

Priority Population	Participants With Employment Data	Participants Who Might Find Work	Percent of Participants Who Might Find Work	Participants Who Found Employment	Percent of Participants Who Found Employment
By Race					
Asian American/Asian	14	7	50%	6	85%
Black/African American	38	16	42%	14	87%
Native American/Alaska Native	20	11	55%	9	81%
Native Hawaiian/Pacific Islander	*	*	*	*	*
Latino/a/x /Hispanic	123	24	19%	23	95%
Two or More Races	122	35	28%	28	80%
White	305	98	32%	92	93%
By Gender					
Women	248	63	25%	55	87%
Men	360	130	36%	118	90%
Non-Binary	25	4	16%	4	100%
By Age					
Ages 24 and Younger	271	80	29%	80	100%
Ages 25-39	268	83	31%	67	80%
Ages 40 and Older	95	34	35%	29	85%
By Geography					
Frontier	*	*	*	*	*
Rural	172	47	27%	41	87%
Urban	416	130	31%	115	88%
By Other Priority Populations					
Federally Recognized Tribal Member	24	10	41%	8	80%
Veteran	18	4	22%	4	100%
Persons Incarcerated or Formerly Incarcerated	60	37	61%	24	64%
Person with a Disability	62	21	33%	18	85%
Person Identifies with LGBTQIA+ Community	60	18	30%	17	94%

Note. * = Data masked for privacy when n < 10. 'Eligible %' = percent of total participants eligible for job placement. 'Placed %' = percent of eligible participants placed into employment. Percentages are rounded to the nearest whole number.

Table H.5: Workforce Ready Grants Job Placement by Priority Population.

Priority Population	Participants With Employment Data	Participants Who Might Find Work	Percent of Participants Who Might Find Work	Participants Who Found Employment	Percent of Participants Who Found Employment
By Race					
Asian American/Asian	123	38	30%	21	55%
Black/African American	193	85	44%	49	57%
Native American/Alaska Native	195	76	39%	42	55%
Native Hawaiian/Pacific Islander	22	7	31%	5	71%
Latino/a/x /Hispanic	416	129	31%	76	58%
Two or More Races	461	186	40%	106	57%
White	1425	605	42%	331	54%
By Gender					
Women	1334	416	31%	219	52%
Men	1446	666	46%	373	56%
Non-Binary	49	12	24%	9	75%
By Age					
Ages 24 and Younger	686	200	29%	129	64%
Ages 25-39	1263	494	39%	268	54%
Ages 40 and Older	1008	485	48%	256	52%
By Geography					
Frontier	69	46	66%	24	52%
Rural	1021	387	37%	218	56%
Urban	1536	617	40%	359	58%
By Other Priority Populations					
Federally Recognized Tribal Member	195	70	35%	38	54%
Veteran	92	48	52%	22	45%
Persons Incarcerated or Formerly Incarcerated	673	524	77%	285	54%
Person with a Disability	372	183	49%	83	45%
Person Identifies with LGBTQIA+ Community	251	65	25%	32	49%

Note. * = Data masked for privacy when n < 10. 'Eligible %' = percent of total participants eligible for job placement. 'Placed %' = percent of eligible participants placed into employment. Percentages are rounded to the nearest whole number.

Table H.6: Youth Programs Job Placement by Priority Population.

Priority Population	Participants With Employment Data	Participants Who Might Find Work	Percent of Participants Who Might Find Work	Participants Who Found Employment	Percent of Participants Who Found Employment
By Race					
Asian American/Asian	22	8	22%	8	100%
Black/African American	83	30	36%	19	63%
Native American/Alaska Native	25	12	48%	11	91%
Native Hawaiian/Pacific Islander	*	*	*	*	*
Latino/a/x /Hispanic	104	28	26%	28	100%
Two or More Races	132	47	35%	37	78%
White	365	112	30%	99	88%
By Gender					
Women	336	93	27%	82	88%
Men	376	126	33%	110	87%
Non-Binary	48	25	52%	17	68%
By Age					
Ages 24 and Younger	636	207	32%	185	89%
Ages 25-39	129	41	31%	26	63%
Ages 40 and Older	*	*	*	*	*
By Geography					
Frontier	35	11	31%	2	18%
Rural	208	60	24%	60	100%
Urban	507	179	35%	149	83%
By Other Priority Populations					
Federally Recognized Tribal Member	21	11	52%	9	81%
Veteran	*	*	*	*	*
Persons Incarcerated or Formerly Incarcerated	53	23	43%	12	52%
Person with a Disability	115	47	40%	40	85%
Person Identifies with LGBTQIA+ Community	142	63	44%	44	69%

Note. * = Data masked for privacy when n < 10. 'Eligible %' = percent of total participants eligible for job placement. 'Placed %' = percent of eligible participants placed into employment. Percentages are rounded to the nearest whole number.

Table H.7: Workforce Benefits Navigators Job Placement by Priority Population.

Priority Population	Participants With Employment Data	Participants Who Might Find Work	Percent of Participants Who Might Find Work	Participants Who Found Employment	Percent of Participants Who Found Employment
By Race					
Asian American/Asian	16	8	50%	1	12%
Black/African American	32	15	46%	8	53%
Native American/Alaska Native	23	8	34%	2	25%
Native Hawaiian/Pacific Islander	*	*	*	*	*
Latino/a/x /Hispanic	111	36	32%	18	50%
Two or More Races	144	52	36%	23	44%
White	443	175	39%	64	36%
By Gender					
Women	312	119	38%	37	31%
Men	359	145	40%	71	49%
Non-Binary	*	*	*	*	*
By Age					
Ages 24 and Younger	100	32	32%	19	59%
Ages 25-39	280	104	37%	45	43%
Ages 40 and Older	444	183	41%	61	33%
By Geography					
Frontier	*	*	*	*	*
Rural	385	125	32%	27	21%
Urban	413	182	44%	89	48%
By Other Priority Populations					
Federally Recognized Tribal Member	*	*	*	*	*
Veteran	30	14	46%	3	21%
Persons Incarcerated or Formerly Incarcerated	193	109	56%	64	58%
Person with a Disability	173	74	42%	23	31%
Person Identifies with LGBTQIA+ Community	33	15	45%	9	60%

Note. * = Data masked for privacy when n < 10. 'Eligible %' = percent of total participants eligible for job placement. 'Placed %' = percent of eligible participants placed into employment. Percentages are rounded to the nearest whole number.

APPENDIX I. TIME TO EMPLOYMENT STATISTICS ACROSS ALL FUTURE READY OREGON PROGRAMS

Table I.1: Analyzed Time-To-Employment By Program.

Program Name	Count of Participants	Minimum	25th Percentile	Mean	Standard Deviation	Median	75th Percentile	Maximum
Career Pathways	930	0	1	2.97	2.444	2	4	12
Prosperity 10,000	2207	0	1	1.69	1.662	1	2	11
Registered Apprenticeships	177	0	1	1.81	1.685	1	2	10
Workforce Benefits Navigator	125	0	1	1.11	0.718	1	1	4
Workforce Ready Grants	654	0	1	1.47	1.421	1	2	11
Youth Programs	213	0	0	1.62	1.966	1	2	11
Overall	3675	0	1	1.89	1.914	1	2	12

Note: Time is represented in quarters (e.g., 1 = 1 quarter). Only participants who had employment data available and were placed into employment are counted.

Table I.2: Raw Time-To-Employment By Program.

Program Name	Count of Participants	Minimum	25th Percentile	Mean	Standard Deviation	Median	75th Percentile	Maximum
Career Pathways	930	0	1	2.96	2.43	2	4	12
Prosperity 10,000	2207	0	1	1.67	1.652	1	2	11
Registered Apprenticeships	177	0	1	1.96	1.709	1	2	10
Workforce Benefits Navigator	125	0	1	1.03	0.667	1	1	4
Workforce Ready Grants	654	0	1	1.41	1.265	1	2	11
Youth Programs	213	0	0	1.63	1.838	1	2	11
Overall	3675	0	1	1.89	1.875	1	2	12

Note: Time is represented in quarters (e.g., 1 = 1 quarter). Only participants who had employment data available and were placed into employment are counted.

APPENDIX J: FUTURE READY OREGON WAGES BY PRIORITY POPULATIONS

Table J.1: Future Ready Oregon Overall Analyzed Wages by Priority Population.

Analyzed quarterly wages with analyzed hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$7,181.62 (\$19.17)	\$5,753.22 (\$20.11)	\$9,801.96 (\$23.09)
Black/African American	\$5,419.95 (\$18.00)	\$4,632.04 (\$19.15)	\$7,420.01 (\$21.23)
Native American/Alaska Native	\$6,795.86 (\$18.05)	\$5,492.41 (\$18.65)	\$6,297.62 (\$19.94)
Native Hawaiian/Pacific Islander	\$7,120.04 (\$17.84)	\$4,509.62 (\$18.81)	\$8,645.23 (\$21.90)
Latino/a/x /Hispanic	\$6,736.87 (\$18.11)	\$6,103.24 (\$19.59)	\$8,348.39 (\$21.43)
Two or More Races	\$5,892.60 (\$17.81)	\$4,780.14 (\$19.14)	\$8,024.45 (\$21.51)
White	\$6,542.30 (\$18.62)	\$4,602.73 (\$19.33)	\$8,004.45 (\$21.93)
By Gender			
Women	\$6,209.79 (\$18.06)	\$5,023.89 (\$19.55)	\$7,662.06 (\$21.67)
Men	\$6,575.64 (\$18.43)	\$5,050.72 (\$19.06)	\$8,310.24 (\$21.49)
Non-Binary	\$4,816.18 (\$18.09)	\$4,566.38 (\$19.16)	\$5,360.00 (\$20.01)
By Age			
Ages 24 and Younger	\$3,244.74 (\$15.52)	\$3,247.50 (\$16.94)	\$5,420.48 (\$18.73)
Ages 25-39	\$7,241.99 (\$19.01)	\$6,552.92 (\$20.92)	\$9,290.73 (\$23.32)
Ages 40 and Older	\$8,664.68 (\$20.58)	\$6,985.60 (\$21.60)	\$9,672.00 (\$23.42)
By Geography			
Frontier	\$5,021.53 (\$15.91)	\$4,625.43 (\$17.83)	\$6,828.35 (\$19.71)
Rural	\$6,306.82 (\$17.95)	\$4,583.01 (\$18.31)	\$7,819.51 (\$20.81)
Urban	\$6,566.43 (\$18.64)	\$5,317.08 (\$20.00)	\$8,250.56 (\$22.03)
By Other Priority Populations			
Federally Recognized Tribal Member	\$6,874.34 (\$18.03)	\$6,251.02 (\$18.63)	\$8,073.84 (\$20.42)
Veteran	\$8,349.86 (\$21.27)	\$5,671.03 (\$21.32)	\$8,662.82 (\$23.00)
Persons Incarcerated or Formerly Incarcerated	\$6,729.33 (\$18.84)	\$5,743.46 (\$20.06)	\$8,547.83 (\$22.44)
Person with a Disability	\$5,370.08 (\$17.87)	\$3,429.09 (\$18.10)	\$5,512.64 (\$20.08)
Person Identifies with LGBTQIA+ Community	\$5,799.09 (\$18.15)	\$4,184.36 (\$18.69)	\$6,626.17 (\$20.22)

Note. * = Data masked for privacy when n < 10. Wages are analyzed median values.

Table J.2: Prosperity 10,000 Analyzed Wages by Priority Population.

Analyzed quarterly wages with analyzed hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$8,216.79 (\$19.84)	\$6,957.07 (\$21.22)	\$11,169.80 (\$24.90)
Black/African American	\$5,779.37 (\$18.44)	\$4,805.24 (\$19.60)	\$8,028.89 (\$22.05)
Native American/Alaska Native	\$7,114.43 (\$18.61)	\$6,777.11 (\$19.93)	\$7,888.68 (\$21.37)
Native Hawaiian/Pacific Islander	\$7,699.67 (\$18.04)	\$7,121.66 (\$20.22)	\$8,776.91 (\$22.70)
Latino/a/x /Hispanic	\$7,428.52 (\$18.37)	\$6,239.45 (\$20.00)	\$9,859.80 (\$22.57)
Two or More Races	\$6,524.04 (\$18.20)	\$5,271.48 (\$19.45)	\$8,395.02 (\$22.00)
White	\$7,485.56 (\$19.38)	\$5,308.55 (\$20.04)	\$9,220.44 (\$23.23)
By Gender			
Women	\$6,831.12 (\$18.62)	\$5,680.67 (\$20.00)	\$8,449.78 (\$22.49)
Men	\$7,692.38 (\$19.40)	\$5,764.36 (\$20.07)	\$9,825.08 (\$23.17)
Non-Binary	\$4,217.19 (\$16.30)	\$3,115.30 (\$16.56)	\$4,299.31 (\$18.21)
By Age			
Ages 24 and Younger	\$3,649.98 (\$15.71)	\$4,006.46 (\$17.06)	\$6,511.92 (\$20.00)
Ages 25-39	\$7,165.36 (\$18.90)	\$5,915.34 (\$20.28)	\$9,533.81 (\$23.35)
Ages 40 and Older	\$8,471.27 (\$20.30)	\$6,107.98 (\$20.91)	\$9,490.45 (\$23.24)
By Geography			
Frontier	\$6,089.85 (\$16.81)	\$4,983.97 (\$17.85)	\$7,670.95 (\$20.51)
Rural	\$7,292.32 (\$18.67)	\$5,250.11 (\$19.05)	\$9,018.26 (\$22.19)
Urban	\$7,176.39 (\$19.17)	\$5,645.96 (\$20.37)	\$9,169.14 (\$23.08)
By Other Priority Populations			
Federally Recognized Tribal Member	\$6,448.63 (\$16.43)	\$5,286.07 (\$16.35)	\$7,459.26 (\$19.92)
Veteran	\$9,410.86 (\$22.14)	\$5,445.60 (\$20.84)	\$9,104.18 (\$23.43)
Persons Incarcerated or Formerly Incarcerated	\$7,186.72 (\$19.21)	\$6,111.51 (\$20.79)	\$8,891.95 (\$22.82)
Person with a Disability	\$5,743.26 (\$17.98)	\$3,629.80 (\$18.25)	\$6,370.71 (\$21.00)
Person Identifies with LGBTQIA+ Community	\$6,082.78 (\$18.31)	\$3,916.35 (\$18.38)	\$8,084.44 (\$21.11)

Note. * = Data masked for privacy when n < 10. Wages are analyzed median values.

Table J.3: Career Pathways Analyzed Wages by Priority Population.

Analyzed quarterly wages with analyzed hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$6,454.76 (\$18.11)	\$6,525.60 (\$19.49)	\$8,404.15 (\$21.67)
Black/African American	\$6,043.81 (\$17.86)	\$5,291.79 (\$20.41)	\$7,107.09 (\$20.39)
Native American/Alaska Native	\$6,181.97 (\$17.52)	\$7,160.03 (\$21.66)	\$8,581.98 (\$23.20)
Native Hawaiian/Pacific Islander	\$7,086.32 (\$17.42)	\$6,313.39 (\$17.05)	\$7,343.96 (\$21.46)
Latino/a/x /Hispanic	\$6,804.22 (\$17.64)	\$7,900.07 (\$19.78)	\$8,954.27 (\$21.99)
Two or More Races	\$6,058.61 (\$17.42)	\$6,111.91 (\$19.54)	\$8,897.14 (\$22.39)
White	\$5,565.79 (\$17.57)	\$5,006.22 (\$19.55)	\$7,621.62 (\$22.06)
By Gender			
Women	\$5,835.90 (\$17.50)	\$5,764.12 (\$19.92)	\$8,202.12 (\$22.35)
Men	\$5,941.99 (\$17.60)	\$5,662.58 (\$19.16)	\$8,009.56 (\$21.35)
Non-Binary	\$8,065.81 (\$20.21)	*	*
By Age			
Ages 24 and Younger	\$3,556.19 (\$15.34)	\$4,635.11 (\$17.81)	\$6,704.50 (\$19.91)
Ages 25-39	\$6,741.13 (\$18.29)	\$6,128.89 (\$20.47)	\$8,598.04 (\$23.06)
Ages 40 and Older	\$7,956.17 (\$19.39)	\$7,504.62 (\$21.31)	\$9,140.37 (\$23.14)
By Geography			
Frontier	\$5,565.79 (\$15.96)	\$6,269.65 (\$18.68)	\$7,244.34 (\$19.97)
Rural	\$5,708.29 (\$17.16)	\$5,834.27 (\$19.19)	\$7,766.48 (\$21.32)
Urban	\$6,040.20 (\$17.76)	\$5,778.31 (\$20.00)	\$8,446.43 (\$22.49)
By Other Priority Populations			
Federally Recognized Tribal Member	\$6,737.67 (\$18.98)	\$6,099.79 (\$19.76)	\$7,278.94 (\$21.79)
Veteran	\$7,144.79 (\$19.70)	\$6,366.35 (\$20.93)	\$7,955.01 (\$22.74)
Persons Incarcerated or Formerly Incarcerated	\$5,151.65 (\$17.00)	\$4,593.85 (\$18.92)	\$5,953.89 (\$20.49)
Person with a Disability	\$4,631.72 (\$17.08)	\$4,115.57 (\$18.18)	\$5,923.07 (\$20.36)
Person Identifies with LGBTQIA+ Community	\$5,535.05 (\$18.00)	\$5,300.68 (\$18.00)	\$6,692.67 (\$20.89)

Note. * = Data masked for privacy when n < 10. Wages are analyzed median values.

Table J.4: Registered Apprenticeships Analyzed Wages by Priority Population.

Analyzed quarterly wages with analyzed hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$5,309.45 (\$15.99)	*	\$7,919.04 (\$22.01)
Black/African American	\$7,985.91 (\$16.25)	\$16,569.59 (\$17.79)	\$10,900.73 (\$19.32)
Native American/Alaska Native	\$3,039.96 (\$15.00)	\$4,293.72 (\$19.04)	\$5,098.71 (\$18.39)
Native Hawaiian/Pacific Islander	\$5,372.16 (\$16.80)	*	\$10,691.95 (\$27.74)
Latino/a/x /Hispanic	\$5,492.80 (\$16.62)	\$5,359.53 (\$19.00)	\$8,682.34 (\$22.64)
Two or More Races	\$7,094.18 (\$18.11)	\$6,515.42 (\$19.94)	\$9,098.93 (\$23.07)
White	\$6,162.54 (\$17.86)	\$5,345.72 (\$19.84)	\$8,843.93 (\$21.86)
By Gender			
Women	\$7,123.80 (\$17.67)	\$7,149.60 (\$19.25)	\$9,699.29 (\$21.99)
Men	\$5,582.08 (\$16.99)	\$5,357.23 (\$19.17)	\$8,186.76 (\$21.83)
Non-Binary	\$4,873.76 (\$18.40)	\$4,541.92 (\$21.20)	\$9,207.84 (\$24.17)
By Age			
Ages 24 and Younger	\$4,081.19 (\$15.59)	\$4,520.96 (\$17.25)	\$7,847.95 (\$20.25)
Ages 25-39	\$7,610.33 (\$19.00)	\$6,723.39 (\$21.39)	\$10,016.18 (\$24.20)
Ages 40 and Older	\$8,832.57 (\$19.48)	\$9,967.81 (\$22.21)	\$10,408.73 (\$24.18)
By Geography			
Frontier	*	*	\$1,140.05 (\$16.51)
Rural	\$6,340.65 (\$17.00)	\$6,515.85 (\$18.94)	\$9,189.03 (\$21.42)
Urban	\$5,932.40 (\$17.31)	\$5,730.14 (\$19.27)	\$8,711.38 (\$21.97)
By Other Priority Populations			
Federally Recognized Tribal Member	\$6,288.46 (\$16.79)	\$5,045.32 (\$23.88)	\$7,320.45 (\$22.63)
Veteran	\$5,315.55 (\$17.34)	\$5,080.59 (\$20.17)	\$9,189.44 (\$21.67)
Persons Incarcerated or Formerly Incarcerated	\$7,102.89 (\$17.20)	\$5,780.60 (\$20.54)	\$8,704.68 (\$23.02)
Person with a Disability	\$5,828.93 (\$17.89)	\$4,147.50 (\$18.98)	\$6,353.85 (\$21.15)
Person Identifies with LGBTQIA+ Community	\$7,016.38 (\$16.98)	\$8,006.70 (\$19.28)	\$11,561.62 (\$20.92)

Note. * = Data masked for privacy when n < 10. Wages are analyzed median values.

Table J.5: Workforce Ready Grants Analyzed Wages by Priority Population.

Analyzed quarterly wages with analyzed hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$7,705.32 (\$20.24)	\$5,321.43 (\$21.17)	\$12,478.91 (\$22.19)
Black/African American	\$6,886.57 (\$18.06)	\$7,375.53 (\$20.22)	\$10,786.92 (\$20.88)
Native American/Alaska Native	\$7,384.69 (\$18.32)	\$6,473.54 (\$19.81)	\$8,499.21 (\$20.86)
Native Hawaiian/Pacific Islander	\$7,577.32 (\$18.97)	\$4,293.92 (\$17.70)	\$8,608.46 (\$19.52)
Latino/a/x /Hispanic	\$7,457.88 (\$19.34)	\$6,143.13 (\$20.72)	\$7,714.85 (\$20.63)
Two or More Races	\$5,280.05 (\$18.08)	\$3,785.57 (\$19.68)	\$8,150.46 (\$21.90)
White	\$7,175.78 (\$20.02)	\$4,708.00 (\$20.65)	\$8,359.31 (\$22.31)
By Gender			
Women	\$6,966.71 (\$19.12)	\$5,357.76 (\$20.48)	\$8,988.42 (\$22.29)
Men	\$6,996.17 (\$19.53)	\$5,002.92 (\$19.48)	\$8,144.71 (\$20.55)
Non-Binary	\$7,990.66 (\$20.98)	\$12,545.43 (\$28.46)	\$11,329.46 (\$25.14)
By Age			
Ages 24 and Younger	\$3,082.28 (\$15.98)	\$3,124.43 (\$17.07)	\$5,230.18 (\$18.03)
Ages 25-39	\$8,198.31 (\$20.34)	\$9,011.69 (\$23.61)	\$10,640.19 (\$24.03)
Ages 40 and Older	\$9,767.54 (\$22.58)	\$9,213.32 (\$24.41)	\$10,526.91 (\$24.62)
By Geography			
Frontier	\$5,852.38 (\$17.00)	\$9,157.83 (\$20.83)	\$7,046.93 (\$19.45)
Rural	\$5,806.70 (\$18.13)	\$4,039.36 (\$18.60)	\$6,901.49 (\$19.98)
Urban	\$7,615.35 (\$19.98)	\$6,547.01 (\$21.84)	\$8,986.50 (\$21.85)
By Other Priority Populations			
Federally Recognized Tribal Member	\$7,252.32 (\$18.32)	\$6,666.41 (\$19.50)	\$8,747.69 (\$20.70)
Veteran	\$7,891.02 (\$21.82)	\$6,762.35 (\$24.59)	\$7,613.40 (\$24.18)
Persons Incarcerated or Formerly Incarcerated	\$5,263.40 (\$17.50)	\$3,488.40 (\$18.79)	\$6,552.05 (\$19.81)
Person with a Disability	\$5,741.45 (\$18.75)	\$3,918.03 (\$19.95)	\$5,998.38 (\$20.57)
Person Identifies with LGBTQIA+ Community	\$8,025.18 (\$19.80)	\$9,487.14 (\$22.30)	\$13,105.08 (\$23.68)

Note. * = Data masked for privacy when n < 10. Wages are analyzed median values.

Table J.6: Youth Programs Analyzed Wages by Priority Population.

Analyzed quarterly wages with analyzed hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$3,359.99 (\$15.19)	\$2,642.44 (\$16.86)	\$4,333.26 (\$18.11)
Black/African American	\$2,513.26 (\$16.39)	\$2,208.35 (\$17.48)	\$3,180.50 (\$18.23)
Native American/Alaska Native	\$1,838.16 (\$14.97)	\$1,476.15 (\$15.02)	\$2,141.53 (\$16.53)
Native Hawaiian/Pacific Islander	\$5,012.33 (\$17.39)	*	\$5,047.80 (\$19.93)
Latino/a/x /Hispanic	\$3,739.40 (\$15.82)	\$2,645.52 (\$16.71)	\$4,478.41 (\$17.58)
Two or More Races	\$2,371.40 (\$15.71)	\$2,329.09 (\$16.00)	\$3,499.78 (\$17.54)
White	\$2,341.70 (\$15.00)	\$2,246.80 (\$15.45)	\$3,224.85 (\$16.53)
By Gender			
Women	\$2,445.79 (\$15.14)	\$2,176.80 (\$15.82)	\$3,177.14 (\$16.98)
Men	\$2,831.89 (\$15.68)	\$2,657.69 (\$16.00)	\$4,184.00 (\$17.28)
Non-Binary	\$2,334.22 (\$15.53)	\$2,249.17 (\$16.87)	\$3,007.19 (\$18.13)
By Age			
Ages 24 and Younger	\$2,397.84 (\$15.16)	\$2,245.45 (\$15.76)	\$3,306.66 (\$16.83)
Ages 25-39	\$3,981.87 (\$16.98)	\$4,302.91 (\$17.61)	\$4,890.29 (\$19.59)
Ages 40 and Older	*	*	\$2,658.79 (\$15.47)
By Geography			
Frontier	\$1,768.75 (\$14.54)	\$2,117.31 (\$16.21)	\$2,098.50 (\$14.23)
Rural	\$2,288.16 (\$14.73)	\$2,176.80 (\$14.97)	\$3,181.84 (\$16.00)
Urban	\$3,028.87 (\$16.08)	\$2,645.52 (\$16.85)	\$3,667.51 (\$17.87)
By Other Priority Populations			
Federally Recognized Tribal Member	\$2,567.00 (\$14.18)	\$4,034.27 (\$14.00)	\$3,581.59 (\$16.22)
Veteran	\$3,801.09 (\$17.28)	*	*
Persons Incarcerated or Formerly Incarcerated	\$3,168.37 (\$16.56)	\$3,356.10 (\$18.26)	\$5,164.73 (\$18.51)
Person with a Disability	\$2,161.77 (\$15.00)	\$1,956.13 (\$15.75)	\$2,817.50 (\$16.84)
Person Identifies with LGBTQIA+ Community	\$2,386.63 (\$15.48)	\$2,194.13 (\$15.95)	\$2,554.15 (\$17.08)

Note. * = Data masked for privacy when n < 10. Wages are analyzed median values.

Table J.7: Workforce Benefits Navigators Analyzed Wages by Priority Population.

Analyzed quarterly wages with analyzed hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$5,463.39 (\$16.81)	*	\$3,758.45 (\$16.80)
Black/African American	\$4,430.09 (\$18.84)	\$4,503.43 (\$21.54)	\$3,913.52 (\$20.32)
Native American/Alaska Native	\$8,683.55 (\$21.16)	\$5,928.44 (\$21.06)	\$7,914.97 (\$20.35)
Native Hawaiian/Pacific Islander	\$8,444.48 (\$18.07)	*	*
Latino/a/x /Hispanic	\$6,571.40 (\$18.85)	\$5,534.84 (\$19.47)	\$6,299.68 (\$18.94)
Two or More Races	\$5,967.51 (\$17.70)	\$4,586.75 (\$18.91)	\$5,180.83 (\$18.01)
White	\$7,035.34 (\$18.47)	\$4,781.46 (\$19.78)	\$5,879.44 (\$20.00)
By Gender			
Women	\$6,419.71 (\$18.55)	\$4,995.83 (\$19.92)	\$5,214.84 (\$19.03)
Men	\$7,040.24 (\$18.21)	\$5,181.29 (\$19.28)	\$6,062.29 (\$19.41)
Non-Binary	\$2,551.50 (\$19.64)	*	*
By Age			
Ages 24 and Younger	\$3,554.53 (\$15.96)	\$3,076.85 (\$17.69)	\$3,917.06 (\$18.19)
Ages 25-39	\$7,326.61 (\$18.47)	\$5,787.62 (\$21.21)	\$6,801.39 (\$20.96)
Ages 40 and Older	\$7,989.38 (\$20.19)	\$5,510.74 (\$20.58)	\$6,080.26 (\$19.66)
By Geography			
Frontier	\$6,631.66 (\$19.19)	*	*
Rural	\$6,909.74 (\$18.22)	\$5,100.78 (\$19.28)	\$5,453.01 (\$18.74)
Urban	\$6,776.43 (\$18.87)	\$4,689.10 (\$20.10)	\$5,504.53 (\$19.82)
By Other Priority Populations			
Federally Recognized Tribal Member	*	*	*
Veteran	\$9,390.48 (\$21.34)	\$7,414.58 (\$24.92)	\$10,679.15 (\$29.90)
Persons Incarcerated or Formerly Incarcerated	\$4,651.93 (\$17.23)	\$3,199.27 (\$17.76)	\$5,556.28 (\$19.21)
Person with a Disability	\$6,339.25 (\$17.71)	\$4,084.30 (\$19.04)	\$2,494.41 (\$17.54)
Person Identifies with LGBTQIA+ Community	\$8,500.80 (\$21.54)	\$1,734.22 (\$21.56)	\$3,511.75 (\$20.53)

Note. * = Data masked for privacy when n < 10. Wages are analyzed median values.

Table J.8: Future Ready Oregon Overall Raw Wages by Priority Population.

Raw quarterly wages with raw hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$7,588.27 (\$19.48)	\$6,169.80 (\$20.51)	\$10,159.78 (\$23.74)
Black/African American	\$5,735.14 (\$18.16)	\$5,120.02 (\$19.50)	\$7,818.05 (\$21.59)
Native American/Alaska Native	\$7,095.00 (\$18.30)	\$6,105.75 (\$19.93)	\$7,825.72 (\$21.06)
Native Hawaiian/Pacific Islander	\$7,419.01 (\$18.25)	\$5,691.82 (\$19.67)	\$8,874.04 (\$22.60)
Latino/a/x /Hispanic	\$7,086.35 (\$18.21)	\$6,647.71 (\$19.95)	\$9,223.24 (\$22.09)
Two or More Races	\$6,376.21 (\$18.07)	\$5,350.32 (\$19.61)	\$8,470.35 (\$22.07)
White	\$6,977.52 (\$18.99)	\$5,178.00 (\$20.00)	\$8,507.95 (\$22.54)
By Gender			
Women	\$6,580.14 (\$18.38)	\$5,748.62 (\$20.01)	\$8,250.88 (\$22.24)
Men	\$7,060.90 (\$18.79)	\$5,486.98 (\$19.64)	\$8,891.72 (\$22.17)
Non-Binary	\$5,210.49 (\$18.50)	\$4,347.00 (\$20.00)	\$6,757.00 (\$20.71)
By Age			
Ages 24 and Younger	\$3,601.10 (\$15.62)	\$3,913.15 (\$17.35)	\$6,294.58 (\$19.61)
Ages 25-39	\$7,233.33 (\$18.99)	\$6,323.77 (\$20.74)	\$9,330.90 (\$23.33)
Ages 40 and Older	\$8,540.96 (\$20.47)	\$6,397.67 (\$21.15)	\$9,424.55 (\$23.19)
By Geography			
Frontier	\$6,006.63 (\$16.59)	\$5,647.48 (\$18.22)	\$7,586.78 (\$20.20)
Rural	\$6,879.67 (\$18.24)	\$5,403.58 (\$19.08)	\$8,508.68 (\$21.64)
Urban	\$6,846.68 (\$18.90)	\$5,574.60 (\$20.27)	\$8,786.53 (\$22.64)
By Other Priority Populations			
Federally Recognized Tribal Member	\$7,262.12 (\$18.19)	\$6,699.25 (\$19.72)	\$8,448.65 (\$20.91)
Veteran	\$8,475.94 (\$21.31)	\$5,582.90 (\$21.14)	\$9,047.67 (\$23.03)
Persons Incarcerated or Formerly Incarcerated	\$6,331.30 (\$18.44)	\$4,994.44 (\$19.50)	\$8,197.72 (\$21.91)
Person with a Disability	\$5,718.49 (\$18.00)	\$3,871.22 (\$18.67)	\$6,125.61 (\$20.69)
Person Identifies with LGBTQIA+ Community	\$6,483.63 (\$18.74)	\$5,097.50 (\$19.67)	\$7,884.46 (\$21.27)

Note. * = Data masked for privacy when n < 10. Wages are raw median values.

Table J.9: Prosperity 10,000 Raw Wages by Priority Population.

Raw quarterly wages with raw hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$8,087.56 (\$19.83)	\$6,677.10 (\$21.07)	\$11,156.51 (\$24.84)
Black/African American	\$5,727.44 (\$18.35)	\$4,791.00 (\$19.52)	\$8,083.38 (\$22.07)
Native American/Alaska Native	\$6,646.67 (\$18.18)	\$5,058.25 (\$18.18)	\$7,477.97 (\$20.67)
Native Hawaiian/Pacific Islander	\$7,698.19 (\$18.05)	\$5,686.40 (\$19.67)	\$8,800.58 (\$22.85)
Latino/a/x /Hispanic	\$7,356.41 (\$18.20)	\$6,051.78 (\$19.93)	\$9,862.88 (\$22.23)
Two or More Races	\$6,588.01 (\$18.26)	\$5,290.62 (\$19.50)	\$8,433.20 (\$22.03)
White	\$7,344.56 (\$19.25)	\$5,092.95 (\$19.98)	\$9,107.06 (\$23.10)
By Gender			
Women	\$6,739.94 (\$18.60)	\$5,435.82 (\$19.92)	\$8,443.44 (\$22.49)
Men	\$7,493.96 (\$19.09)	\$5,359.06 (\$19.87)	\$9,635.52 (\$22.82)
Non-Binary	\$4,259.02 (\$16.49)	\$3,202.87 (\$16.97)	\$4,851.53 (\$18.48)
By Age			
Ages 24 and Younger	\$3,751.53 (\$15.74)	\$4,070.05 (\$17.21)	\$6,728.23 (\$20.22)
Ages 25-39	\$7,130.65 (\$18.84)	\$5,752.93 (\$20.07)	\$9,562.75 (\$23.28)
Ages 40 and Older	\$8,346.71 (\$20.15)	\$5,451.58 (\$20.45)	\$9,264.04 (\$22.98)
By Geography			
Frontier	\$6,199.01 (\$16.91)	\$5,226.70 (\$17.86)	\$7,782.42 (\$20.62)
Rural	\$7,195.91 (\$18.59)	\$5,105.81 (\$18.97)	\$9,003.09 (\$22.15)
Urban	\$7,068.00 (\$19.05)	\$5,385.01 (\$20.15)	\$9,102.70 (\$22.96)
By Other Priority Populations			
Federally Recognized Tribal Member	\$6,451.17 (\$16.46)	\$5,165.54 (\$16.25)	\$7,457.00 (\$19.93)
Veteran	\$9,328.80 (\$21.99)	\$5,040.00 (\$20.13)	\$9,488.70 (\$23.09)
Persons Incarcerated or Formerly Incarcerated	\$6,462.52 (\$18.59)	\$4,918.24 (\$19.62)	\$8,396.76 (\$22.00)
Person with a Disability	\$5,762.62 (\$17.98)	\$3,634.87 (\$18.34)	\$6,410.40 (\$20.99)
Person Identifies with LGBTQIA+ Community	\$6,136.51 (\$18.42)	\$3,929.24 (\$18.43)	\$8,277.77 (\$21.24)

Note. * = Data masked for privacy when n < 10. Wages are raw median values.

Table J.10: Career Pathways Raw Wages by Priority Population.

Raw quarterly wages with raw hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$6,529.22 (\$18.25)	\$6,564.80 (\$19.56)	\$8,585.69 (\$21.95)
Black/African American	\$6,262.50 (\$17.97)	\$5,711.61 (\$20.29)	\$7,092.38 (\$20.48)
Native American/Alaska Native	\$6,148.93 (\$17.52)	\$6,658.28 (\$21.64)	\$8,407.40 (\$23.00)
Native Hawaiian/Pacific Islander	\$7,145.94 (\$17.52)	\$6,213.67 (\$18.47)	\$7,659.79 (\$21.82)
Latino/a/x /Hispanic	\$6,986.26 (\$17.81)	\$8,045.68 (\$19.88)	\$9,143.11 (\$22.14)
Two or More Races	\$6,272.89 (\$17.62)	\$6,102.73 (\$19.68)	\$8,875.73 (\$22.48)
White	\$5,765.71 (\$17.81)	\$5,045.32 (\$19.76)	\$7,688.47 (\$22.28)
By Gender			
Women	\$5,949.76 (\$17.62)	\$5,853.62 (\$20.01)	\$8,254.90 (\$22.50)
Men	\$6,328.74 (\$17.93)	\$5,699.34 (\$19.44)	\$8,065.35 (\$21.69)
Non-Binary	\$9,912.59 (\$20.82)	*	*
By Age			
Ages 24 and Younger	\$3,615.62 (\$15.34)	\$4,632.96 (\$17.96)	\$6,806.24 (\$20.00)
Ages 25-39	\$6,719.10 (\$18.31)	\$6,106.66 (\$20.52)	\$8,561.96 (\$23.06)
Ages 40 and Older	\$7,815.00 (\$19.36)	\$7,154.38 (\$21.17)	\$8,998.44 (\$23.11)
By Geography			
Frontier	\$5,948.87 (\$16.00)	\$6,321.53 (\$19.01)	\$7,348.01 (\$20.00)
Rural	\$5,948.40 (\$17.39)	\$5,918.88 (\$19.37)	\$7,955.14 (\$21.67)
Urban	\$6,204.83 (\$17.95)	\$5,828.29 (\$20.06)	\$8,413.17 (\$22.62)
By Other Priority Populations			
Federally Recognized Tribal Member	\$6,761.53 (\$18.93)	\$5,664.64 (\$19.88)	\$7,211.88 (\$21.68)
Veteran	\$7,148.44 (\$19.72)	\$6,875.04 (\$21.17)	\$7,997.43 (\$22.87)
Persons Incarcerated or Formerly Incarcerated	\$5,055.91 (\$17.00)	\$4,454.70 (\$18.69)	\$6,001.10 (\$20.50)
Person with a Disability	\$4,671.22 (\$17.16)	\$4,116.00 (\$18.24)	\$5,919.76 (\$20.42)
Person Identifies with LGBTQIA+ Community	\$5,555.00 (\$18.06)	\$4,604.09 (\$18.66)	\$6,843.38 (\$21.38)

Note. * = Data masked for privacy when n < 10. Wages are raw median values.

Table J.11: Registered Apprenticeships Raw Wages by Priority Population.

Raw quarterly wages with raw hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$5,118.00 (\$15.99)	*	\$8,326.81 (\$22.21)
Black/African American	\$7,042.74 (\$16.01)	\$95,600.71 (\$17.85)	\$10,899.40 (\$19.18)
Native American/Alaska Native	\$3,891.02 (\$15.86)	\$5,080.59 (\$19.61)	\$4,942.00 (\$19.51)
Native Hawaiian/Pacific Islander	\$5,374.89 (\$16.80)	*	\$10,713.76 (\$28.01)
Latino/a/x /Hispanic	\$6,029.72 (\$16.91)	\$5,580.04 (\$19.25)	\$9,037.81 (\$23.15)
Two or More Races	\$6,956.57 (\$18.16)	\$6,369.95 (\$20.00)	\$9,174.72 (\$23.58)
White	\$6,598.60 (\$18.00)	\$6,245.00 (\$20.01)	\$9,177.56 (\$22.20)
By Gender			
Women	\$7,224.88 (\$17.83)	\$7,374.71 (\$19.47)	\$10,045.46 (\$22.47)
Men	\$5,797.00 (\$17.21)	\$5,560.00 (\$19.60)	\$8,292.84 (\$21.98)
Non-Binary	\$5,011.10 (\$18.70)	\$4,539.96 (\$21.20)	\$9,150.79 (\$24.20)
By Age			
Ages 24 and Younger	\$4,348.30 (\$15.71)	\$5,321.70 (\$17.53)	\$8,249.61 (\$20.53)
Ages 25-39	\$7,493.28 (\$18.88)	\$6,474.05 (\$20.92)	\$9,809.94 (\$24.20)
Ages 40 and Older	\$8,674.17 (\$19.00)	\$9,142.34 (\$21.48)	\$10,333.88 (\$23.97)
By Geography			
Frontier	*	*	\$572.41 (\$16.43)
Rural	\$6,927.07 (\$17.38)	\$7,144.05 (\$19.44)	\$9,823.31 (\$21.96)
Urban	\$6,062.19 (\$17.45)	\$5,914.70 (\$19.55)	\$8,922.14 (\$22.23)
By Other Priority Populations			
Federally Recognized Tribal Member	\$6,313.33 (\$16.81)	\$5,080.59 (\$21.73)	\$7,329.75 (\$21.24)
Veteran	\$5,266.69 (\$16.51)	\$4,906.87 (\$20.00)	\$8,922.14 (\$21.58)
Persons Incarcerated or Formerly Incarcerated	\$7,005.37 (\$17.26)	\$5,780.60 (\$20.54)	\$8,681.85 (\$23.04)
Person with a Disability	\$5,718.49 (\$17.88)	\$4,147.50 (\$19.51)	\$6,598.88 (\$21.32)
Person Identifies with LGBTQIA+ Community	\$7,234.36 (\$17.00)	\$9,302.38 (\$19.28)	\$11,972.06 (\$21.00)

Note. * = Data masked for privacy when n < 10. Wages are raw median values.

Table J.12: Workforce Ready Grants Raw Wages by Priority Population

Raw quarterly wages with raw hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$7,805.34 (\$20.32)	\$6,050.46 (\$21.51)	\$12,551.69 (\$22.82)
Black/African American	\$7,396.22 (\$18.42)	\$8,978.16 (\$20.66)	\$11,013.49 (\$21.00)
Native American/Alaska Native	\$7,556.68 (\$18.56)	\$6,860.91 (\$20.60)	\$9,209.72 (\$21.20)
Native Hawaiian/Pacific Islander	\$8,037.06 (\$19.91)	\$4,293.92 (\$19.28)	\$7,858.06 (\$19.68)
Latino/a/x /Hispanic	\$7,669.12 (\$19.62)	\$7,362.98 (\$21.88)	\$8,406.19 (\$21.93)
Two or More Races	\$6,224.69 (\$18.51)	\$4,967.19 (\$20.37)	\$9,095.26 (\$22.79)
White	\$8,013.51 (\$20.78)	\$6,527.83 (\$22.97)	\$8,898.57 (\$23.45)
By Gender			
Women	\$7,729.38 (\$19.91)	\$7,337.16 (\$22.01)	\$9,953.70 (\$23.21)
Men	\$7,382.75 (\$19.86)	\$5,808.50 (\$20.99)	\$8,761.43 (\$22.00)
Non-Binary	\$8,953.28 (\$21.85)	\$12,589.68 (\$27.44)	\$11,347.53 (\$24.79)
By Age			
Ages 24 and Younger	\$3,587.92 (\$16.00)	\$3,740.11 (\$17.58)	\$5,885.50 (\$18.61)
Ages 25-39	\$8,041.00 (\$20.22)	\$8,537.68 (\$23.51)	\$10,492.64 (\$23.95)
Ages 40 and Older	\$9,676.29 (\$22.79)	\$8,988.62 (\$24.52)	\$10,303.55 (\$24.58)
By Geography			
Frontier	\$5,666.26 (\$17.03)	\$8,443.79 (\$19.57)	\$6,866.24 (\$19.43)
Rural	\$7,205.70 (\$18.88)	\$5,466.17 (\$19.82)	\$7,712.32 (\$20.65)
Urban	\$7,862.83 (\$20.27)	\$7,187.35 (\$22.93)	\$10,219.52 (\$23.21)
By Other Priority Populations			
Federally Recognized Tribal Member	\$7,576.37 (\$18.49)	\$7,491.00 (\$20.07)	\$9,535.80 (\$21.64)
Veteran	\$8,248.12 (\$21.83)	\$6,118.42 (\$24.46)	\$8,022.80 (\$24.23)
Persons Incarcerated or Formerly Incarcerated	\$5,216.75 (\$17.49)	\$3,052.40 (\$18.56)	\$6,527.21 (\$19.76)
Person with a Disability	\$6,394.80 (\$18.95)	\$4,985.52 (\$20.16)	\$6,908.59 (\$22.00)
Person Identifies with LGBTQIA+ Community	\$8,777.12 (\$20.74)	\$11,581.70 (\$25.63)	\$13,359.15 (\$24.81)

Note. * = Data masked for privacy when n < 10. Wages are raw median values.

Table J.13: Youth Programs Raw Wages by Priority Population.

Raw quarterly wages with raw hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$3,781.77 (\$15.47)	\$3,064.76 (\$16.94)	\$4,886.98 (\$18.35)
Black/African American	\$2,862.68 (\$16.56)	\$2,889.49 (\$17.48)	\$3,221.01 (\$18.41)
Native American/Alaska Native	\$2,116.60 (\$14.89)	\$1,829.96 (\$15.18)	\$2,761.13 (\$17.32)
Native Hawaiian/Pacific Islander	\$6,394.51 (\$18.15)	*	\$5,139.87 (\$19.95)
Latino/a/x /Hispanic	\$3,882.58 (\$15.90)	\$3,073.59 (\$16.94)	\$4,784.77 (\$17.98)
Two or More Races	\$2,897.08 (\$16.08)	\$2,876.90 (\$16.40)	\$4,028.21 (\$17.63)
White	\$2,537.91 (\$15.00)	\$2,545.06 (\$15.97)	\$3,597.75 (\$17.03)
By Gender			
Women	\$2,740.25 (\$15.34)	\$2,764.46 (\$16.46)	\$3,648.84 (\$17.63)
Men	\$3,082.54 (\$15.80)	\$2,997.71 (\$16.01)	\$4,406.92 (\$17.53)
Non-Binary	\$2,451.47 (\$15.95)	\$2,232.14 (\$16.76)	\$3,027.34 (\$18.31)
By Age			
Ages 24 and Younger	\$2,624.27 (\$15.28)	\$2,595.20 (\$16.00)	\$3,673.88 (\$17.14)
Ages 25-39	\$3,897.18 (\$16.66)	\$3,616.01 (\$17.00)	\$4,954.64 (\$19.24)
Ages 40 and Older	*	*	\$2,656.62 (\$15.46)
By Geography			
Frontier	\$1,776.80 (\$14.54)	\$2,531.98 (\$15.42)	\$2,947.32 (\$14.74)
Rural	\$2,505.44 (\$14.56)	\$2,612.60 (\$15.11)	\$3,709.18 (\$16.50)
Urban	\$3,163.51 (\$16.17)	\$2,810.96 (\$16.95)	\$4,025.04 (\$18.03)
By Other Priority Populations			
Federally Recognized Tribal Member	\$2,830.81 (\$14.36)	\$4,435.20 (\$14.00)	\$6,120.48 (\$16.74)
Veteran	\$3,513.58 (\$16.47)	*	*
Persons Incarcerated or Formerly Incarcerated	\$3,210.90 (\$16.38)	\$3,356.10 (\$17.67)	\$4,766.57 (\$18.53)
Person with a Disability	\$2,467.89 (\$15.19)	\$2,102.59 (\$16.01)	\$3,240.27 (\$17.00)
Person Identifies with LGBTQIA+ Community	\$2,541.05 (\$15.62)	\$2,250.00 (\$16.89)	\$2,816.69 (\$17.25)

Note. * = Data masked for privacy when n < 10. Wages are raw median values.

Table J.14: Workforce Benefits Navigators Raw Wages by Priority Population.

Raw quarterly wages with raw hourly wages in parentheses

Priority Population	Before Service	During Service	After Service
By Race			
Asian American/Asian	\$6,298.06 (\$19.22)	*	\$2,619.90 (\$17.94)
Black/African American	\$4,589.20 (\$18.59)	\$3,035.09 (\$20.47)	\$3,913.59 (\$20.25)
Native American/Alaska Native	\$8,387.64 (\$20.75)	\$5,490.00 (\$19.08)	\$3,945.54 (\$19.50)
Native Hawaiian/Pacific Islander	\$8,115.30 (\$18.06)	*	*
Latino/a/x /Hispanic	\$6,835.40 (\$18.66)	\$5,214.72 (\$19.40)	\$6,270.00 (\$18.89)
Two or More Races	\$6,897.44 (\$18.32)	\$4,660.74 (\$19.02)	\$6,447.00 (\$18.95)
White	\$7,472.70 (\$19.09)	\$5,214.32 (\$20.28)	\$5,581.74 (\$20.00)
By Gender			
Women	\$6,640.46 (\$18.59)	\$5,163.94 (\$20.72)	\$5,369.28 (\$19.73)
Men	\$7,639.60 (\$18.85)	\$4,769.27 (\$19.42)	\$6,431.70 (\$19.73)
Non-Binary	\$2,192.64 (\$19.05)	*	*
By Age			
Ages 24 and Younger	\$3,746.92 (\$15.98)	\$3,696.11 (\$17.88)	\$4,855.60 (\$18.50)
Ages 25-39	\$6,982.31 (\$18.38)	\$5,132.43 (\$21.00)	\$6,349.56 (\$20.82)
Ages 40 and Older	\$8,180.40 (\$20.25)	\$5,214.32 (\$20.50)	\$5,510.75 (\$19.34)
By Geography			
Frontier	\$6,668.50 (\$19.34)	*	*
Rural	\$7,210.62 (\$18.41)	\$5,493.53 (\$19.78)	\$6,042.90 (\$18.50)
Urban	\$7,323.46 (\$19.50)	\$4,403.52 (\$20.48)	\$5,467.70 (\$20.05)
By Other Priority Populations			
Federally Recognized Tribal Member	*	*	*
Veteran	\$9,390.59 (\$21.38)	\$6,453.85 (\$24.88)	\$9,925.50 (\$27.15)
Persons Incarcerated or Formerly Incarcerated	\$5,347.19 (\$17.57)	\$3,143.30 (\$18.00)	\$5,467.70 (\$19.15)
Person with a Disability	\$6,525.80 (\$17.82)	\$3,927.11 (\$19.28)	\$3,070.33 (\$18.62)
Person Identifies with LGBTQIA+ Community	\$8,780.16 (\$21.72)	\$1,595.85 (\$21.50)	\$2,619.90 (\$20.80)

Note. * = Data masked for privacy when n < 10. Wages are raw median values.

APPENDIX K. INDUSTRY TRANSITIONS ALLUVIAL SUMMARY TABLE FOR ALL FUTURE READY OREGON PROGRAMS

Table K.1: Employment Industry Transitions: Pre-Service to Post-Service Employment.

Before Service Employment Industry	After Service Employment Industry	Count of Participants
Health Care and Social Assistance	Health Care and Social Assistance	1564
Accommodation and Food Services	Accommodation and Food Services	469
Manufacturing	Manufacturing	384
Retail Trade	Retail Trade	379
Administrative and Support and Waste Management Remediation Services	Administrative and Support and Waste Management Remediation Services	295
Construction	Construction	255
Accommodation and Food Services	Health Care and Social Assistance	240
Retail Trade	Health Care and Social Assistance	223
Educational Services	Educational Services	194
Administrative and Support and Waste Management Remediation Services	Health Care and Social Assistance	177
Public Administration	Public Administration	140
Transportation and Warehousing	Transportation and Warehousing	134
Other Services	Other Services	123
Accommodation and Food Services	Retail Trade	120
Health Care and Social Assistance	Administrative and Support and Waste Management Remediation Services	108
Retail Trade	Manufacturing	102
Administrative and Support and Waste Management Remediation Services	Manufacturing	101
Retail Trade	Administrative and Support and Waste Management Remediation Services	100
Retail Trade	Accommodation and Food Services	96
Accommodation and Food Services	Administrative and Support and Waste Management Remediation Services	88
Manufacturing	Health Care and Social Assistance	80
Manufacturing	Administrative and Support and Waste Management Remediation Services	79
Educational Services	Health Care and Social Assistance	77
Accommodation and Food Services	Manufacturing	73
Administrative and Support and Waste Management Remediation Services	Construction	68
Public Administration	Health Care and Social Assistance	64
Administrative and Support and Waste Management Remediation Services	Accommodation and Food Services	63
Retail Trade	Construction	60
Administrative and Support and Waste Management Remediation Services	Retail Trade	59
Other Services	Health Care and Social Assistance	59
Construction	Administrative and Support and Waste Management Remediation Services	58

Before Service Employment Industry	After Service Employment Industry	Count of Participants
Manufacturing	Retail Trade	57
Health Care and Social Assistance	Educational Services	56
Transportation and Warehousing	Administrative and Support and Waste Management Remediation Services	56
Health Care and Social Assistance	Accommodation and Food Services	54
Health Care and Social Assistance	Retail Trade	54
Retail Trade	Transportation and Warehousing	54
Retail Trade	Educational Services	51
Transportation and Warehousing	Health Care and Social Assistance	48
Health Care and Social Assistance	Public Administration	46
Manufacturing	Construction	46
Accommodation and Food Services	Educational Services	45
Administrative and Support and Waste Management Remediation Services	Transportation and Warehousing	45
Accommodation and Food Services	Construction	44
Health Care and Social Assistance	Other Services	42
Retail Trade	Other Services	42
Accommodation and Food Services	Other Services	41
Health Care and Social Assistance	Transportation and Warehousing	40
Manufacturing	Transportation and Warehousing	40
Construction	Manufacturing	37
Accommodation and Food Services	Transportation and Warehousing	36
Transportation and Warehousing	Manufacturing	34
Construction	Health Care and Social Assistance	32
Health Care and Social Assistance	Manufacturing	32
Manufacturing	Accommodation and Food Services	32
Transportation and Warehousing	Construction	32
Administrative and Support and Waste Management Remediation Services	Other Services	31
Administrative and Support and Waste Management Remediation Services	Educational Services	30
Health Care and Social Assistance	Construction	30
Transportation and Warehousing	Retail Trade	30
Construction	Transportation and Warehousing	24
Educational Services	Retail Trade	24
Construction	Accommodation and Food Services	23
Educational Services	Accommodation and Food Services	23
Accommodation and Food Services	Public Administration	22
Retail Trade	Public Administration	22
Transportation and Warehousing	Accommodation and Food Services	22
Manufacturing	Other Services	21
Construction	Retail Trade	19
Manufacturing	Educational Services	19
Manufacturing	Public Administration	19
Other Services	Accommodation and Food Services	19
Educational Services	Administrative and Support and Waste Management Remediation Services	18

Before Service Employment Industry	After Service Employment Industry	Count of Participants
Educational Services	Public Administration	18
Other Services	Administrative and Support and Waste Management Remediation Services	18
Other Services	Construction	17
Other Services	Retail Trade	17
Administrative and Support and Waste Management Remediation Services	Public Administration	16
Other Services	Manufacturing	14
Public Administration	Educational Services	14
Educational Services	Manufacturing	13
Other Services	Educational Services	13
Public Administration	Administrative and Support and Waste Management Remediation Services	13
Educational Services	Other Services	11
Transportation and Warehousing	Public Administration	11
Construction	Other Services	10
Construction	Public Administration	10
Transportation and Warehousing	Educational Services	10
Educational Services	Construction	*
Public Administration	Retail Trade	*
Educational Services	Transportation and Warehousing	*
Public Administration	Accommodation and Food Services	*
Construction	Educational Services	*
Public Administration	Construction	*
Public Administration	Transportation and Warehousing	*
Transportation and Warehousing	Other Services	*
Other Services	Transportation and Warehousing	*
Public Administration	Manufacturing	*
Public Administration	Other Services	*
Other Services	Public Administration	*

Note: Before service employment represents the industry with the most hours worked as close to the start of Future Ready service as possible. After service employment represents the industry with the most hours worked as far after service as possible. Only participants with before and after service employment records are included.

* Exact number suppressed to protect confidentiality.

APPENDIX L: FUTURE READY APPRENTICESHIP – REVIEW AND STRATEGIC ROADMAP FOR FUTURE READY OREGON'S INVESTMENT IN REGISTERED APPRENTICESHIPS

EXECUTIVE SUMMARY

Future Ready Oregon (FRO) was established by the Oregon Legislature in 2022 through Senate Bill 1545 and incorporated into ORS 660.300 to 660.420 covering Workforce Development. FRO combined ARPA (the American Rescue Plan Act (ARPA) of 2021, a US federal law providing COVID-19 relief) and state general funds for a \$200 million investment in workforce development through the Higher Education Coordinating Commission (HECC). FRO also included an apprenticeship- related component, which we are calling here the Future Ready Apprenticeship Plan (FRAP).

FRAP represented a substantial, though one-time, investment managed by the Bureau of Labor and Industries (BOLI) of nearly \$18 million across 54 grants, strategically aimed at expanding registered apprenticeship programs (RAPs) and pre-apprenticeship training programs (PATPs). Occupations within the health care and manufacturing industries were targeted for both RAPs and PATPs, while only construction was targeted for PATPs, as directed by FRO's founding legislation. This funding facilitated a fundamental shift in BOLI's approach to the technical assistance functions in the Apprenticeship and Training Division (ATD), leading to the development of new online resources and a more precise understanding of the staff time and costs associated with providing technical assistance for program development and regulatory oversight.

Key Findings

While FRAP did contribute to an overall increase in apprenticeship participation, particularly within the healthcare sector, its impact was notably mixed. Significant successes were achieved for priority populations entering targeted occupations, but these were somewhat offset by notable challenges, especially concerning the placement rates of newly experienced pre-apprenticeship programs (which resulted in less matriculation into registered apprenticeship than was anticipated), the broader question of program sustainability beyond the initial one-time funding, and the funding constraints that required a quick launch and limited time for program development.

BOLI requested a limited duration grants unit that managed the inputs (grants), but the resulting outputs (new programs) added to already stretched staff resources for technical assistance. Staffing for the new regulatory compliance needs was overlooked, as was allocating resources to adopt rules, policies, and procedures to ensure the highest fidelity to optimal public dollar utilization. As a result, the Bureau had to rewrite grant terms and processes in early 2023. Accordingly, our recommendations for future investments will take into account the need to build capacity for managing a growing apprenticeship system.

Critical Challenge: Program Sustainability

The temporary nature of the FRAP funding, explicitly noted as a "one-time source," has presented a critical challenge for the long-term viability of programs initiated or expanded through this

investment. For instance, among manufacturing programs, Southwestern Oregon Community College was unable to secure sufficient partners or sustain a coordinator for their millwright programi, and Columbia Helicopters ultimately suspended their Aircraft Mechanic programii. These documented struggles illustrate that initial investment alone does not guarantee sustainability.

In contrast, the successes and positive participant feedback from FRAP investments in established labor-management trusts, such as United We Heal, suggest a more resilient, potentially self-sustaining model that may be less vulnerable to the time constraints of one-time, short duration grants.

Strategic Recommendations

Future FRAP investments should be strategically diversified to target high- demand, emerging occupations and industries, drawing upon the comprehensive insights from BOLI's internal "Apprenticeship Innovation Process Guide" (see Appendix E) and the Oregon Employment Department's analyses of workforce trends. A critical re-evaluation of pre-apprenticeship funding is imperative, shifting focus and resources towards the expansion of high-performing, experienced pre-apprenticeship programs and other preparatory initiatives specifically designed for adult populations from priority populations (defined in ORS 660.300). For recommended placement rates to include in future funding opportunities, see Appendix F.

INTRODUCTION

Context: The Role of Apprenticeship in Oregon's Workforce Development

Registered apprenticeship stands as a highly effective and proven model for workforce development, offering participants invaluable paid on-the-job training, structured related technical instruction, and the attainment of a nationally recognized, portable credential. This model provides a direct pathway to skilled employment, addressing critical workforce shortages while simultaneously empowering individuals with marketable skills and family-sustaining wages.

The Future Ready Oregon legislation was specifically designed through the FRAP to strategically expand this successful model into high demand occupations in critical industry sectors, such as healthcare and manufacturing, while simultaneously strengthening pre-apprenticeship pathways within the construction industry. A key overarching objective was to significantly increase overall program participation, with a particular emphasis on fostering greater engagement from Priority Populations, particularly women and individuals belonging to communities of color.

Purpose of the Report: Evaluating Past Investments and Guiding Future Strategy

This report undertakes a comprehensive and critical assessment of the outcomes, challenges, and lessons learned from the Future Ready Oregon investment in FRAP. It aims to provide a clear, data-driven narrative of what worked, what did not, and why.

The insights derived from this evaluation will serve as a foundational guide for developing strategic recommendations for future state investments. The goal is to ensure that resources are optimally allocated to support a more robust, equitable, and demand-driven apprenticeship system for

occupations that are new to using the registered apprenticeship model. There is widespread agreement that this is critical to effectively address Oregon's evolving workforce needs and economic priorities, while continuing to support the preparation of a diverse supply of qualified applicants for high-quality, established apprenticeship programs within construction trades.

FUTURE READY OREGON PROGRAM PERFORMANCE ASSESSMENT

Funding Allocation and Program Types

BOLI disbursed a total of \$17,904,063.76 across 54 distinct grants as part of FRAP (see Appendix A for the grants process). The distribution of these funds was available for either start-ups or expansion, but the selected grant recipients skewed slightly toward a strategic emphasis on program expansion for occupations within the targeted Health Care and Advanced Manufacturing Industries (see "Expanded registered apprenticeship programs" in the table below).

Funding Distribution by Program Type:

Program Type	# of Grants	Total Funding	% of Total
Expanded pre-apprenticeship programs	18	\$6,637,205.81	37.07%
New registered apprenticeship programs	11	\$5,519,441.00	30.83%
New pre-apprenticeship programs	18	\$4,752,790.95	26.55%
Expanded registered apprenticeship programs	6	\$984,626.00	5.50%
Planning only	1	\$10,000.00	0.05%
TOTALS	54	\$17,904,063.76	100.00%

Critical Finding: Low Return on New Pre-Apprenticeship Investment

A significant observation emerges from this distribution: "New pre-apprenticeship programs" received a substantial 26.55% of the total FRAP funding. However, a deeper examination of the outcomes reveals that these new programs collectively achieved a remarkably low placement rate of only 3.2%ⁱⁱⁱ into registered apprenticeships, a stark contrast to the 17.7% placement rate for the investment in experienced pre-apprenticeship programs (see Appendix C). Placement into registered apprenticeship is only an interim measure of progress, though, and ultimately BOLI's preferred measures look at the completion rates (overall and separated by demographic groups).

Impact on Registered Apprenticeship Expansion Healthcare Sector

Four grants, totaling \$3,902,480.00, were specifically allocated for the development of new registered apprenticeship programs within healthcare.

Success Stories:

- Santiam Hospital successfully created Oregon's first Medical Lab Technician (MLT) apprenticeship standards (PNW MLT JATC, MA 2000)
 - Received valuable assistance from H-CAP (Healthcare Career Advancement Program)

Challenges:

- Green Muse developed a trainee program for Cannabis Health Care Technician but failed to register any trainees
- RISE Partnership's attempt to develop a new standard for Licensed Practical Nurse (LPN) was unsuccessful
- Clackamas Workforce Partnership's planning grant for an occupation called "Health and Human Services HSS1 - Case Aide for Self-Sufficiency"(in partnership with the Oregon Department of Human Services) has yet to result in approved standards or a functional apprenticeship committee

Expansion Results: Four grants totaling \$834,626.00 supported the expansion of existing healthcare apprenticeships:

- OnTrack Rogue Valley (MA 5037): 36 Alcohol and Drug Counselor apprentices registered, 18 completed
- Southwest Oregon Workforce Investment Board (MA 4024): 102 Medical Assistant apprentices registered, 59 completed
- United We Heal: Added Alcohol and Drug Counselor standard to MA 1183, which has registered 82 apprentices of whom half have had a positive result so far (21 have completed and 20 are still active).

Manufacturing Sector

Seven grants, totaling \$1,616,961.00, were allocated for new registered apprenticeship programs in manufacturing.

- Koontz Machine and Welding: Developed Koontz JATC ([MA 4028](#)) with a Machinist program, which has registered one apprentice
- Oregon Bioscience Association: Successfully developed Biomanufacturing Technicians standard in Access Bio JATC ([MA 1156](#)), which has registered 12 apprentices (of whom 10 are still active)

- Oregon Department of Corrections: Developed Boiler Operator program as part of the Columbia Gorge JATC (MA 6040) and registered 5 apprentices (of whom 1 completed and 2 are still active for a 60% retention rate))
- Portland Community College: Developed Washington County Industrial Manufacturing Tech JATC (MA 1288) and registered 3 apprentices
- Rogue Community College: Developed Rogue Industrial Manufacturing JATC (MA 5011) with Machinist standard. The program has 3 active training agents and 3 active apprentices.

Challenges:

- Endeavor's grant was rescinded due to substantiated reports that the grant recipient was out of compliance with state regulations.
- Southwestern Oregon Community College failed to establish a millwright program due to insufficient industry partners

Impact on Pre-Apprenticeship Program Expansion

Construction Sector Performance Analysis

The construction sector saw significant investment in pre-apprenticeship programs, with new programs receiving \$3,411,739.95 across 13 grants.

Critical Performance Metrics

Program Type	Not Placed (i.e., has not been registered in Oregon as an apprentice)	Placed (i.e., has been registered in Oregon as an apprentice)	Total	% Placed as a Registered Apprentice in Oregon
Established Program (before July 2022)	1,451	311	1,762	17.7%
New Program (July 2022 or later)	509	17	526	3.2%
Grand Total	1,660	328	2,288	14.3%

New Programs with No Documented Placements (Note: If PATP did not report its graduates to BOLI, there were no records to check for placement):

- Alternative Youth Activities (Solar Generation PATP)
- LatinoBuilt (Bilingual and Bicultural Construction PATP)

- Oregon Coast Community College (OCCC PACT)
- Southwestern Oregon Community College (SWOCC Works)
- Youth 71Five Ministries (71Five VoTech Pre-Apprenticeship)

Expanded Established Programs:

- Oregon Tradeswomen: 26.8% placement rate
- Constructing Hope: 22.1% placement rate
- Portland Opportunities Industrialization Center (POIC): 21.7% placement rate
- Portland Youthbuilders: 18.1% placement rate

ADVANCING EQUITY AND MITIGATING BARRIERS

Participation of Priority Populations

Engagement of Women in Apprenticeship

Key Success: Oregon Tradeswomen demonstrated exceptional effectiveness, accounting for 46.5% of all women placed from pre-apprenticeship programs between July 2022 and December 2024 (53 out of 114 total). Notably, 94.6% of Oregon Tradeswomen's own placements were female or non-binary.

Industry Distribution:

- Healthcare trades: 77% women participation (Health Care Support/Community & Social Service)
- Construction: 9% women participation
- Manufacturing: 9% women participation

Engagement of Individuals from Communities of Color

Individuals from Communities of Color constituted 45.6% of pre-apprentice graduates successfully placed into apprenticeship programs between July 2022 and December 2024. As you can see in the table below, this percentage exceeds the current participation rates across industry sectors.

Apprentice Demographics by Industry

	Health Care	Manufacturing	Construction
Asian American	31 (3%)	16 (10%)	718 (2%)
Black or African American	98 (11%)	5 (3%)	1,423 (5%)
Hispanic or Latina/o	75 (8%)	11 (7%)	4,956 (16%)
Native American	52 (6%)	5 (3%)	1,038 (3%)
Pacific Islander	14 (2%)	1 (<1%)	192 (1%)
Total Apprentices of Color	270 (30%)	38 (23%)	8,327 (27%)

Lessons Learned in Mitigating Barriers for priority populations

Challenges with K-14 Educational Partnerships

Many educational partners took the approach of expanding career and technical education (CTE) into pre-apprenticeship with their grant resources, which successfully broadened access to general knowledge of construction trades.

However, the resulting data (see Appendix C) show new or expanded pre-apprenticeship programs from these K-14 educational partnerships had limited impact on mitigating barriers to entering and completing registered apprenticeship programs. This requires additional analysis, as it's not immediately clear if this is primarily the result of the more educational focus of CTE or the focus on a youth population or lack of experience and deep ties with RAPs that can place pre-apprenticeship graduates.

Role of Labor-Management Initiatives

Some Labor-Management Partner programs in healthcare, such as United We Heal, have demonstrated notable success. Others, like RISE Partnership, have previously been successful (at developing a CNA program under the Long-Term Care Works trust), they still struggled with how to address a health occupation's licensing requirements with FRAP's tight turnaround time (to set up a program for Licensed Practical Nurse (LPN))^{iv}. This suggests that encouraging and supporting labor-management initiatives results in increased outcomes over time if health licensing issues can be resolved.

Effectiveness of Supportive Services

Some of the FRAP grant recipients, particularly in health care, offered some supportive services specific to their programs. For instance, Andy Friedman at United We Heal reported, "We recognize the importance of supportive services. Most of our apprentices come to us for support. We rely on grant funds to meet their needs."

BOLI's broader experience has been positive using a more coordinated approach with a single project manager as part of collaborations with the Oregon Department of Transportation (ODOT) and the Oregon Business Development Department (OBDD). The ODOT program provides comprehensive supportive services, which is significantly more effective in mitigating barriers for existing apprentices. These services include:

- Pre-apprenticeship training
- Social supports (guidance, coaching, peer support)
- Job readiness supplies (work tools and PPE)
- Hardship assistance
- Child care subsidies

Proven Model: The ODOT-BOLI Highway Construction Workforce Development program is explicitly cited as a successful model for providing integrated supportive services, leading to improved retention rates. The pre-apprenticeship services under contract in the ODOT-BOLI program have greater scrutiny of effectiveness for placing diverse pre-apprenticeship graduates into registered apprenticeship by making payments contingent on placements. Services contracted under the ODOT-BOLI program are separated according to whether they serve specific priority populations through a community-based organization or whether they operate a “trade-specific” program within a specific RAP. It is possible that different placement standards should be established that distinguish between these two types of programs (see Appendix F).

The ODOT-BOLI program has also demonstrated measurable diversity improvements (priority population – women and BIPOC combined – participation in highway construction trades increased from 27% of those completing in 2010- 2011 to 45% of those completing in 2022-2023) and 10% increase in rates across the board for apprentices who received services versus similarly situated apprentices who did not receive services (see Report for more information).

Limitation: However, those efforts have been limited by funding constraints to supporting only apprentices in construction for child care subsidies (with funding from the CHIPS Child Care Fund managed by OBDD) and only highway construction for other effective services, e.g., pre-apprenticeship, hardship assistance, job readiness supplies, and social supports/guidance (with highway and bridge construction funding managed by ODOT).

Conclusion

The Future Ready Oregon initiative's Future Ready Apprenticeship Plan (FRAP), while a significant step, provided valuable lessons that underscore both the immense opportunities and the inherent challenges in strategically expanding registered apprenticeship programs into new sectors. Moving forward, Oregon must adopt a more adaptive, evidence-based, and data-driven investment strategy, rigorously learning from both the successes and the failures of past initiatives to ensure continuous improvement and optimal resource allocation. By strategically targeting high-demand, promising

new occupations that bring the apprenticeship initiative in line with the broader efforts on technology, significantly enhancing comprehensive supportive services under BOLI administration for optimizing the effectiveness of pre-apprenticeship pathways through outcome-based funding and improving apprentice retention and completion, and fundamentally strengthening BOLI-ATD's core internal capacity, Oregon can cultivate a more resilient, equitable, and highly effective apprenticeship system.

This system will be better positioned to truly meet the evolving demands of its diverse workforce and industries, fostering long-term economic prosperity across the state.

BOLI GRANTS TEAM DOCUMENTATION

Closed Grant Programs

Future Ready Oregon (accessed at <https://www.oregon.gov/boli/apprenticeship/Pages/BOLI-Apprenticeship-Grants.aspx>)

The Future Ready Oregon Grant Program was funded by the Oregon State Legislature through the passage of [Senate Bill 1545](#) (2022). The Bureau of Labor and Industries (BOLI) Apprenticeship and Training Division (ATD) was one of three state agencies awarded funding.

BOLI/ATD received \$18.9 million in grant funding to support the development, expansion and implementation of Registered Apprenticeship and Pre-Apprenticeship programs in Oregon. Future Ready Oregon accelerated innovation in health care and manufacturing apprenticeships and supported the development of Pre-Apprenticeship training programs in healthcare, manufacturing, and construction.

Future Ready Oregon increased BOLI's ability to offer Oregonians even more options to attain family-sustaining wages through apprenticeship and Pre-Apprenticeship programs.

Grant Awards

The Future Ready Oregon Grant Program opened on April 6, 2022, and closed on November 3, 2023, after 4 application rounds. A total of 54 grants were awarded to community-based organizations, labor organizations, local workforce development boards and other entities to develop apprenticeship and Pre-Apprenticeship training programs that prioritize program participation by apprentices from populations historically underrepresented in apprenticeship.

Grant Awards by Rounds:

- [Round 1: Award Description Link - here](#)
- [Round 2: Award Description Link - here](#)
- [Round 3: Award Description Link - here](#)
- [Round 4: Award Description Link - here](#)

Grant Awards by Industry (Rounds 1-3): Construction:

- 28 Total Grants
- 9 New Pre-Apprenticeship Training Programs (PATPs)
- 16 Expansion of Existing PATPs
- 3 Planning/Development PATPs; 0 Enrollment
- \$8,965,714.74 Investment1078 Total Participants Construction PATPs

Manufacturing:

- 11 Total Grants
- 3 New Registered Apprenticeship Programs (RAPs)
- 2 New Pre-Apprenticeship Training Programs
- 3 Expansion of Existing RAPs
- 3 Planning/Development PATPs; 0 Enrollment
- \$2,052,309.00 Investment
- 60 Total Participants Construction PATPs

Healthcare:

- 9 Total Grants
- 2 New Registered Apprenticeship Programs (RAPs)
- 3 Expansion of Existing RAPs
- 4 Planning/Development PATPs; 0 Enrollment
- \$4,811,537.00 Investment
- 61 Total Participants Construction PATPs

Oregon State Apprenticeship and Training Division Council Meeting Materials

Previous meeting decisions and summaries, including for BOLI Apprenticeship Grants Program oversight, can be found on the OSATC page.

Look for “FRO” in the meeting title, such as:

- OSATC FRO Summary - July 27, 2022
- OSATC FRO Summary - August 26, 2022
- OSATC FRO Summary - January 11, 2023
- OSATC FRO Summary - May 18, 2023

PRE-APPRENTICESHIP GRANTS TABLE

Construction Industry – New Pre-Apprenticeship Programs funded by FRAP				
Organization Name (Grant Round)	PA #	Total Cost (Final Award minus Returned)	# Registered Pre-Apprentice Participants (# Registered as Apprentices)	Cost Per Registered Participant
Alternative Youth Activities (3) (Solar Generation PATP)	9402	\$724,857.51 (\$725,000.00 - \$142.49)	14 (0)	\$51,775.54
Confederated Tribes/Umatilla (2) (TERO Vocational Training Center)	9602	\$62,324.02 (\$73,700.00 - \$11,375.98)	37 (1)	\$1,684.43
Henley High School/Klamath County School District ^v (3)	9506	\$98,190.72 (\$100,000.00 - \$1,809.28)	55 (0)	\$1,785.29
Instruction Construction (2)	9205	\$444,274.00 (\$444,274.00 - \$0.00)	35 (2)	\$12,693.54
Klamath Community College (1)	N/A ^{vi}	\$32,414.38 (\$139,240.00 - \$103,617.40)	0 (0)	N/A
LatinoBuilt (3)	9130	\$430,768.40 (\$474,341.20 - \$43,572.80)	0 ^{viii} (0)	N/A
Northwest College of Construction (2)	9127	\$400,000.00 (\$400,000.00 - \$0.00)	78 (3)	\$5,128.51
Oregon Coast Community College (4)	9207	\$299,561.00 (\$299,561.00 - \$0.00)	0 (0)	N/A
Southwestern Oregon Community College (1)	9401	\$430,552.77 (\$432,250.00 - \$1,697.23)	0 (0)	N/A
Urban League of Portland (3)	9132	\$136,682.31 (\$180,719.00 - \$44,036.69)	34 (0)	\$4,020.07
Youth 71Five Ministries (1)	9505	\$92,296.00 (\$92,296.00 - \$0.00)	73 (0)	\$1,264.33

Construction Industry – Experienced Pre-Apprenticeship Programs Expanded by FRAP

Organization Name (Grant Round)	PA #	Total Cost (Final Award minus Returned)	# Registered Pre-Apprentice Participants (# Registered as Apprentices)	Cost Per Registered Participants
Baker Technical Institute (2)	9601	\$299,400.00 (\$299,400.00 - \$0.00)	17 (0)	\$17,611.76
Central Oregon Community College (3)	9703	\$232,764.57 (\$290,545.00 - \$57,780.43)	53 (2)	\$43,572.80
Chemeketa Community College (1)	9200	\$194,105.49 (\$264,451.00 - \$70,345.51)	132 (2)	\$1,470.50
Chemeketa Community College (3)	9202	\$294,318.60 (\$297,616.00 - \$3,297.40)	221 (11)	\$1,331.76
Constructing Hope (2)	9113	\$220,893.00 (\$220,893.00 - \$0.00)	183 (32)	\$1,203.81
Crater Lake JATC/Rogue Electrical (3)	9504	\$953,714.44 (\$972,150.00 - \$18,435.56)	222 (2)	\$4,296.01
Eagle Ridge Eagle Ridge High School (2) ^{viii} (Southern Oregon Appr. Readiness)	9503	\$198,000.00 (\$198,000.00 - \$0.00)	5 (0)	\$39,600.00
Heart of Oregon Corps (3)	9701	\$148,065.70 (\$155,923.72 - \$7,858.04)	33 (0)	\$4,486.84
Klamath County School District (4) ^{ix}	9506	\$194,466.30 (\$228,200.00 - \$33,733.70)	55 (0)	\$3,535.75
Lane Education Service District (2)	9300	\$263,957.18 (\$264,000.00 - \$42.82)	95 (0)	\$2,778.50
Oregon Tradeswomen (2)	9100	\$991,737.04 (\$1,129,852.09 - \$138,114.96)	224 (56)	\$4,427.41
Pacific NW Ironworkers Local 29 (3)	9120	\$362,476.65 (\$406,851.23 - \$44,374.58)	77 (64)	\$4,707.49
Pacific NW Ironworkers Local 29 (2)	9105	\$264,739.61 (\$264,739.61 - \$0.00)	0 (0)	N/A
PDX Opportunities Industrialization Center (3)	9106	\$325,000.00 (\$325,000.00 - \$0.00)	86 (15)	\$3,779.07
Portland Community College (3)	9114	\$354,364.41 (\$434,995.00 - \$80,630.59)	136 (4)	\$2,605.62
Portland Youth Builders Youth Builders* (1)	9117	\$144,473.00 (\$144,473.00 - \$0.00)	329 (52)	\$439.13
St. Helens High School (2)	9107	\$408,926.27 (\$416,932.75 - \$8,006.48)	0 (0)	N/A

Construction Industry – Pre-Apprenticeship Program Planning funded by FRAP				
Organization Name (Grant Round)	PA #	Total Cost (Final Award minus Returned)	# Registered Pre-Apprentice Participants	Cost Per Registered Participants
Affiliated Tribes of Northwest Indians (2) ^x	N/A	\$27,225.00 (\$42,168.00 - \$14,943.00)	N/A	N/A
Pacific NW Ironworkers Local 29 (1) ^{xi}	N/A ^{xii}	\$10,000.00 (\$10,000.00 - \$0.00)	N/A	N/A

Health Care Industry Pre-Apprenticeship Programs funded by FRAP				
Organization Name (Grant Round)	PA #	Total Cost (Final Award minus Returned)	# Registered Pre-Apprentice Participants	Cost Per Registered Participant
NE Oregon Area Health Education Center (3)	N/A	\$99,703.00 (\$101,200.00 - \$1,497.00)	N/A	N/A
West Linn Wilsonville School District (3)	9133	\$172,534.54 (\$180,409.00 - \$7,874.46)	0 (0)	N/A

Manufacturing Industry Pre-Apprenticeship Programs funded by FRAP				
Organization Name (Grant Round)	PA #	Total Cost (Final Award minus Returned)	# Registered Pre-Apprentice Participants	Cost Per Registered Participant
Edvocation (3) – New	9206	\$312,400.00 (\$312,400.00 - \$0.00)	0 (0)	N/A
Lane Education Service District (3) – New (Lane PAM)	9302	\$468,101.05 (\$482,856.00 - \$14,754.95)	12 (0)	\$39,008.42
West Linn High School (4) – New	9138	\$263,390.39 (\$264,186.00 - \$795.61)	0 (0)	N/A
Impact NW (2) - Experienced	9103	\$322,583.00 (\$322,583.00 - \$0.00)	80 (0)	\$4,032.29

PRE-APPRENTICESHIP PLACEMENT (IN REGISTERED APPRENTICESHIP)

New Pre-Apprenticeship Programs

There have been 26 new pre-apprenticeship programs approved by the Oregon State Apprenticeship and Training Council (OSATC) since July 2022 (those that received grants are in **bold**)

PA #	Pre-Apprenticeship Provider Name	Registered	Graduated	Placed in Apprenticeship	OSATC Date Approval
9505	71FIVE VOTECH PRE-APPRENTICESHIP	73	68	0	6/29/2023
9135	BEHAVIORAL HEALTH PATP	41	0	0	10/1/2024
9130	BILINGUAL AND BICULTURAL CONSTRUCTION PA	0	0	0	9/21/2023
9124	CARPENTER TRADES YOUTH PREAPPRENTICESHIP	12	12	1	10/26/2022
9703	COCC SKILLED TRADES PRE-APPRENTICESHIP	53	47	2	12/15/2022
9126	CONSTRUCTION FAST PROGRAM	43	25	2	10/26/2022
9129	CONSTRUCTION PATHWAY 4 ENGLISH LANGUAGE	24	22	0	6/29/2023
9504	CRATER LAKE ELECTRICAL PATP	222	92	2	10/26/2022
9206	EDVOCATION MANUFACTURING PATP	0	0	0	12/14/2023
9205	INSTRUCTION CONSTRUCTION	35	30	2	6/29/2023
9506	KLAMATH COUNTY SCHOOL DISTRICT PATP	55	0	0	9/21/2023
9302	LANE PAM (PRE-APPRENTICESHIP MANUFACTURING)	12	0	0	9/21/2023
9125	METALS MANUFACTURING FAST PROGRAM	48	19	0	10/26/2022
9131	NESTUCCA PACT #101	0	0	0	9/21/2023
9127	NWCOC CONSTRUCTION FUNDAMENTALS PATP	78	45	3	3/16/2023
9207	OCCC PACT	14	12	0	7/1/2024
9136	PYB BRIDGE TO CONSTRUCTION PATP	25	23	0	10/1/2024
9134	SHERWOOD SCHOOL DISTRICT CTE PATP	0	0	0	7/1/2024
9402	SOLAR GENERATION PATP	14	6	0	12/14/2023
9401	SWOCC WORKS	96	50	0	6/29/2023
9602	TERO VOCATIONAL TRAINING CENTER	37	28	1	12/15/2022

9128	UNION PRE-APPRENTICESHIP CONSTRUCTION TR	69	47	4	3/16/2023
9132	URBAN LEAGUE OF PORTLAND ELECTRICAL PATP	32	0^{xiii}	0	4/1/2024
9137	WEST LINN-WILSONVILLE SD CONST PATP	0	0	0	10/1/2024
9133	WEST LINN-WILSONVILLE SD HEALTHCARE PATP	0	0	0	4/1/2024
9138	WEST LINN-WILSONVILLE SD MANUF PATP	0	0	0	10/1/2024
		960	526	17 (3.2%)	

Experienced Pre-Apprenticeship Programs

There were 31 experienced pre-apprenticeship programs (approved by OSATC before July 2022) that are still listed as active (those that received grants are in **bold**).

PA #	Pre-Apprenticeship Provider Name	Registered	Graduated	Placed in Apprenticeship	OSATC Date Approval
9122	BEAVERTON SD CONSTRUCTION TECHNOLOGY	18	13	1	3/18/2021
9116	BENSON HIGH SCHOOL	0	0	0	6/20/2002
9201	BLUE SUN INC, CONSTRUCTING YOUR FUTURE	0	0	0	3/16/2017
9601	BTI HEAVY HIGHWAY PREAPPRENTICESHIP PRG	17	0	0	12/17/2020
9119	CARPENTER TRADE PREPARATION (CTP)	155	142	11	3/1/2014
9115	CASCADIA TECHNICAL ACADEMY	152	96	1	6/20/2002
9702	CENTRAL OR PACT	10	10	1	6/26/2020
9202	CHEMEKETA CAMPUS-BASED PATP	221	168	11	3/18/2021
9200	CHEMEKETA COMMUNITY COLL / N MARION	132	104	2	9/21/2017
9113	CONSTRUCTING HOPE	183	145	32	3/1/2007
9204	CSC CLINICAL MEDICAL ASSISTANT	1	0	0	9/16/2021
9203	CSC CONTRUCTION TRADES	13	1	0	9/16/2021
9701	HEART OF OREGON CORPS YOUTHBUILD	33	8	0	6/26/2020
9103	IMPACT NW MANUFACTURING BRIDGE	80	65	0	3/15/2018
9108	IRONWORKERS NAT'L WOMENS PROGRAM	0	0	0	6/15/2017
9118	JOB CORP (USDOL)	0	0	0	01/01/1997

9300	LANE PACT	95	21	0	6/20/2019
9501	MPACT (MEDFORD PRE-APP CONST & TRADES)	39	26	0	4/1/2020
9123	NECA-IBEW 48 ELECTRICAL PATP	64	64	60	6/16/2022
9110	NIETC ELECTRIC TRAINING ALLIANCE (ETAP)	16	6	0	6/16/2016
9100	OREGON TRADESWOMEN INC (OTI)	224	209	56	9/16/2004
9109	OREGON YOUTH AUTHORITY (OYA)	0	0	0	1/5/2017
9105	PACIFIC NW IRONWORKERS	0	0	0	3/15/2018
9120	PACIFIC NW IRONWORKERS PRE-APP PILOT	77	65	64	12/19/2019
9114	PCC - SWAN ISLAND TRADES CENTER	136	132	4	12/14/2006
9106	PORTLAND OPPORTUNITIES INDUSTRIAL CTR (POIC)	86	69	15	12/21/2017
9117	PORTLAND YOUTHBUILDERS	329	288	52	9/21/2000
9102	REYNOLDS HIGH SCHOOL HVAC	0	0	0	9/20/2018
9112	REYNOLDS LEARNING ACADEMY (TRADING UP)	24	9	0	1/5/2009
9502	ROGUE VALLEY TRADES TRAINING CENTER	90	82	1	6/17/2021
9503	SOUTHERN OREGON APPRENTICESHIP READINESS	5	0	0	6/17/2021
9107	ST HELENS HIGH SCHOOL	0	0	0	6/15/2017
9104	TRADES RELATED APPRNTSHP COACHING (TRAC)	53	39	0	3/15/2018
9400	UMPQUA PRE-APPRENTICESHIP PROGRAM	0	0	0	3/17/2022
		2253	1762	311 (17.7%)	

Summary – comparing New Pre-Apprenticeship (since July 2022) with Experienced Pre-Apprenticeship (before July 2022)

Percent of Graduating Pre-Apprentices who are Placed in Apprenticeship				
	Not Placed in Apprenticeship	Placed in Apprenticeship	Grand Total	% Placed
Experienced Program, before July 2022	1451	311	1762	17.7%
New Program, July 2022 or later	509	17	526	3.2%
Grand Total	1960	328	2288	14.3%

The placement rate for new pre-apprenticeship programs is very low compared to Experienced programs, which suggests that most future investment in pre-apprenticeship programs should focus on supporting Experienced programs. Because Experienced programs have long-standing relationships with the trades and established pathways into registered apprenticeship programs, it is

not surprising that they are more effective at making placements. This was especially true for FRAP because of the time constraints involved.

Status of Apprentices who Graduated from Pre-apprenticeship between July 2022 and December 2024						
	Active	Completed	Terminated	Terminated in Probationary Period	Grand Total	Retention Rate
Experienced Program (before 07/22)	248	1	24	37	310	80.3%
New Program (07/22 or later)	15		1	1	17	88.2%
Grand Total	263	1	25	38	327	80.7%

These retention rates for pre-apprentice graduates who have been placed registered as apprentices compare favorably to the **76.7% retention rate** for all occupations.

REGISTERED APPRENTICESHIP GRANTS TABLE

Health Care Industry Registered Apprenticeship Programs funded by FRAP				
Organization Name (Grant Round)	MA # (Occupation of Standard)	Total Cost (Final Award minus Returned)	# Registered Apprentices	Cost Per Registered Apprentice
Clackamas Workforce Partnership (3) - Planning	N/A	\$66,000.00 (\$66,000.00 - \$0.00)	N/A	N/A
Green Muse LLC (2) - New Trainee (Cannabis Health Care Technician)	9800	\$596,617.72 (\$600,000.00 - \$0.00)	0	N/A
OnTrack Rogue Valley (2) - New (Certified Alcohol & Drug Counselor)	5037	\$67,648.00 (\$67,648.00 - \$0.00)	36	\$1,879.11
RISE Partnership (2) - New (Licensed Practical Nurse)	N/A	\$170,886.32 (\$1,756,000.00 - \$1,585,113.68)	N/A	N/A
Santiam Hospital & Clinics (3) – New (Medical Laboratory Technician)	2000	\$1,480,475.44 (\$1,480,480.00 - \$4.56)	0	N/A
Southwest Oregon Workforce Investment Board (4) – New (Surgical Technologist)	2021	\$207,178.00 (\$207,178.00 - \$0.00)	6	\$34,529.67
United We Heal Training Trust* (1) - Planning	N/A	\$233,000.00 (\$233,000.00 - \$0.00)	N/A	N/A
United We Heal Training Trust (3) – (Adding Counties)	1183	\$306,730.89 (\$326,800.00 - \$20,069.11)	171 ^{***}	\$1,793.75

Manufacturing Industry Registered Apprenticeship Programs funded by FRAP				
Organization Name (Grant Round)	MA # (Occupation of Standard)	Total Cost (Final Award minus Returned)	# Registered Apprentices	Cost Per Registered Apprentice
Koontz Machine and Welding (2) - New	4028	\$47,973.00 (\$47,973.00 - \$0.00)	1	\$47,973.00
Oregon Department of Corrections (1) (Adding Boiler Operator Standard in existing committee)	6040 - symbol 0815	\$30,507.00	7	\$4,358.14
Rogue Community College (1) (Machinist)	5011	\$249,751.00	3	\$83,250.33
Southwestern Oregon Community College (4) (Millwright, not established)	N/A	\$287,500.00	N/A	N/A
Columbia Helicopters (2) (reactivate Aircraft Mechanic Standard)	1137	\$35,000.00	2	\$17,500.00
Hillsboro School District (3) (Expand Youth Industrial Manufacturing Technician)	1903	\$115,000.00	4	\$28,750.00
ENDVR (Endeavor Oregon) [†] (1) (Grant rescinded)	N/A	\$554,991.00	N/A	N/A
Oregon Bioscience Association (2) (Biomanufacturing Technicians)	1156	\$205,522.00	12	\$17,126.83
Portland Community College (3) (Industrial Manufacturing Technician)	1288	\$240,717.00	3	\$80,239.00

BOLI-ATD APPRENTICESHIP INNOVATION PROCESS GUIDE

ENGAGING INDUSTRY PARTNERS AND NEW EMPLOYERS TO PROMOTE AND EXPAND APPRENTICESHIP IN NEW WORKFORCE SECTORS

This document reflects on best practices and lessons learned in promoting and expanding apprenticeship into new industries that have not historically viewed apprenticeship as their workforce development model. This will focus on engaging with local workforce development boards, industry associations, and new employers to educate individuals about the apprenticeship model and promote their use of the model in their industry.

Overview

The Objective

- Collaborate with local workforce development boards, area employers and industry associations who struggle to meet their workforce needs through a strong supported labor force.
- Develop new apprenticeship solutions that serve diverse populations throughout Oregon.
- Connect with career connected learning partners, including educators and community-based organizations, to build pathways to meaningful careers.

The Opportunity

Educate business partners and industry leaders on the apprenticeship model and how it can be used within their companies and industries to recruit, retain, and create a pipeline of talent.

- Explore apprenticeability (Oregon & Federal Standards).
- Potential related training and education partners.
- Avenues for recruitment and diversification of employees.
- Support services for apprentices.
- Best practices for retention.
- Potential funding opportunities for program development or incentives for employers.



The Lessons

- Apprenticeship initiative driven by employer and workers benefiting from new and expanding training opportunities.
- Local Workforce Development Boards and community-based organizations to support the effort. Funding opportunities.

Innovation Objective

The purpose of apprenticeship innovation is to advance the apprenticeship model to solve the workforce development inequities, shortages, and skills gaps. Our team works hard to gather and meet with prospective programs through research and networking with key industry players. We educate various entities on the benefits of registered apprenticeship within their industry. Many of these new partners will be pioneering programs not yet utilized in Oregon workforce training.

Engagement & Support

We bridge together Local Workforce Development Boards, educational partners, and chambers of commerce –these entities and others help businesses and apprentices by supporting a pipeline of trained workers. Initial outreach and engagement require presenting apprenticeship as a viable career pathway. This initiative also includes dispelling myths surrounding apprenticeship and overcoming preconceived notions that apprenticeship cannot be applied outside construction. Presentations and conversations should highlight the benefits of apprenticeship as well as flexibility to meet the employer’s needs, while also building the well-rounded skills that will be the foundation of durable careers. Apprenticeship is a skill-building program that can be tailored to meet the needs of the employer for in-demand and hard-to-fill positions and the needs of workers for skills that are portable.

- Encourage local workforce development boards to meet with RAPs, invite them to site visits, attend events and career fairs.
- Connect with Chamber of Commerce and other business associations (Minority Contractors Association, Nursing Association, and others) to attend Apprenticeship Information Sessions hosted by ATD. These meetings need to include an overview of the benefits of apprenticeships, highlight ROI for employers, and include a call to action for attendees.

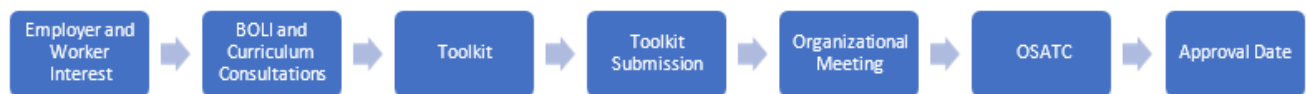
Timeline of Program Approval

When a consortium or apprenticeship committee has been established, a brief 10-min presentation is helpful to discuss the process of apprenticeship ([Click here for ATD Intro Presentation](#)):

- Apprenticeship and Training Division overview
 - ATD work teams and OSATC
- Differentiate between program administrator & committee roles and responsibilities
 - Membership
 - Meeting schedule
- Apprenticeship 101
 - Paid OJT, RT, Progressive wage scale
 - Standards of Apprenticeship

- Certification (Journey level or SME)
- National recognition
- Program approval process
 - Set up consultation with New Standards Team (member present if available)
 - Council presentation
 - Structure and administration of RAP

Explain to the interested partners that the timeline for approval is based on how the group progresses in each component of the apprenticeship program, as listed in the New Committee Toolkit. If this is an occupation that does not already have Federal Standards of Apprenticeship, the timeline will be extended.



Diversity in Apprenticeship

Numerous industries and professions are significantly lacking in equitable representation by race, ethnicity, gender, and ability. Consider the Education occupation which has only 11% “minority” employment¹. Oregon industries should reflect the diverse populations they serve. Apprenticeship can be a driver for workforce equity and accessibility. This is an opportunity for employers to hire from communities that have been historically overlooked for employment within those industries, to build a more skilled and diverse workforce. Regional community-based organizations, employment services, industry associations, and labor unions can connect employers with readily available talent from the communities in which they operate.

ATD Work Teams

Our team conducts extensive outreach to industry partners and offers initial consultations on program development. We loop in the knowledgeable ATD work teams to support program goals.

Committee Operations	Pre-Apprenticeship	Quality Assurance
Support Staff	New Standards	<u>Specialist:</u> ODOT, Veterans, Grants

INNOVATION OPPORTUNITIES

Outreach Strategies

Outreach strategies will vary based on the group you are presenting to. Below are key elements to prepare for these sessions and topics to highlight during your initial conversation(s).

Regional Workforce Projections

- From regional experts, ask what industries/employers have the highest unmet demand for employees.
- Identify high industry growth sectors for the region.
- From those industries, determine apprenticeable trades with US DOL.
- Target employers as potential Training Agents who will drive this effort.
- Explore grants or other funding sources to supplement investment by employers.

Engaging Employers

- Do research and understand/use the language of the employer.
- Before meeting, identify potential barriers (licensing, lack of RT nearby) and have solutions ready.
- Overcome misconceptions and dispel myths around the word “apprenticeship.”
- Determine if apprenticeship is the right workforce development tool for the employer, have other similar companies or industries effectively implemented registered apprenticeship programs.
- National outlook, find programs on US DOL Rapids System².
- Apprenticeship must meet some employer need.

Benefits to Employers

- Generates positive ROI for employees.
- Reduces turnover and increases employee loyalty³.
- Creates more diverse, inclusive workplaces.
- Creates strong talent pipeline.

Engaging Workers, Industry Advocates, and Labor Representatives

Whether or not workers are represented by a labor union, workers also have needs that must be met for apprenticeship to be sustainable. Workers must be able to see that the training they are receiving will result in a credential worth having and that will improve their opportunities to pursue a meaningful career. Apprentices may earn lower wages for a time than they could get doing other

work, and they may commit more time and energy to learning both on the job and in the classroom, because they believe it will be worth it for them as well as for the employers.

Career Connected Learning & School Outreach

Educational Service Districts, high schools, and alternative schools benefit from apprenticeship outreach. Our outreach includes:

- Apprenticeship 101 (including pre-apprenticeship & youth-apprenticeship)
- ATD support services
- Regional data on workforce projections
- Regional information on available apprenticeship and pre-apprenticeship programs

Intermediaries

Here is a collective list of intermediaries as determined by [USDOL](#) and other key partners:

The services offered vary based on the intermediary, this is a US DOL funded position to assist with program development and innovation. They will have industry connections that can help local companies.

INTERMEDIARIES	INDUSTRY
AIR (American Institutes for Research)	Information Technology
Apprenti	Information Technology
Appteon	Information Technology
District 199C Training and Upgrading Fund	Care Economy
Equus Workforce Solutions	Healthcare, Public Service, and Healthcare Information Technology
FASTPORT	Transportation, Distribution, and Logistics
H-Cap (Healthcare Career Advancement Program)	Healthcare
ICF	Information Technology
JFF (Jobs for the Future)	Manufacturing
NABTU (North Americas Building Trades Unions)	Construction
National Restaurant Association Education Foundation	Hospitality
Net America	Healthcare and Healthcare Information Technology
NIIT (National Institute for Innovation and Technology)	Supply Chain (Nanotechnology & Semiconductors)
SAFAL Partners	Cybersecurity
Supply Chain Automation Workforce Hub	Supply Chain Automaton
Urban Institute	Multi-Sectoral
Virgina Manufacturers Association	Supply Chain (Advanced Manufacturing)
WIA (Wireless Infrastructure Association)	Telecommunications

INNOVATION LESSONS

Employers and Workers Lead Apprenticeship Initiatives

Apprenticeship initiative driven by employer and workers benefiting from new and expanding training opportunities. Employer investment in time and resources is essential for successful program development. Flexible apprenticeship programs that meet the unique workforce challenges for an industry (employers collectively). A funding mechanism that shares the costs among employers in the industry for their collective benefit, such as a training trust, can help avoid or ameliorate concerns about the “free rider” problem (aka poaching). General skills learned by the apprentice that benefit the employer but also provide workers with a credential that improves future employability in an economy in which careers are rarely confined to a single employer.

Language

Translate apprenticeship language into business terminology:

- The term “Journey person” can translate to “Subject Matter Expert” in fields outside the construction industry.
- “Program Outreach and Selection Procedures” can translate to “Recruitment Strategies.”
- “Work Processes” can translate to “Job Descriptions/Position Responsibilities.”
- “Related Training” becomes “Education.”
- “Progressive Wage Scale” becomes “Increased pay for gaining knowledge and training.”
- “Program Completion” translates to “Ready for position promote or opportunity to mentor.”

Be familiar with terms, acronyms, and licenses/certifications pertaining to the field. You should also research organizations or associations that support the industry.

Overcoming Barriers

Funding, have ideas for grant or workforce partnerships that can support program development. However, be clear that apprenticeship is an investment from the employer and the apprentice with substantial Return on Investment (ROI).

Registered Apprenticeship needs to be promoted as a collective response to industry-wide employment issues. Multiple employers investing in the apprenticeship process results in a talented worker pool for the betterment of the industry.

Dispelling myths:

- Takes too long.
- Are solely for the construction trades.
- Do not provide valuable credentials.
- This results in large employers poaching qualified candidates.

- Will cost too much money.

Hosting Effective Meetings

Pre-meeting, conduct research on apprenticeability, other program operating in this occupation. Share notes and agenda with attending ATD members. Host team pre-meeting to discuss program and goals for the meeting.

Host initial meeting with prospective training agent (TA) and discuss program goals, purpose, industry need, projected program design, potential related training provider, and designate TA appointed subject matter expert (SME) who will act as point of contact for the TA and be included on applicable meetings. This meeting may include additional entity who supports program development (RT provider, CBO, or industry association)

- Jobs for which it is difficult to find workers with the right skills.
- Positions with high turnover.
- Occupations where a highly skilled workforce is retiring soon.
- Challenges helping workers keep pace with continuing industry advances.
- Positions requiring skills that can be learned on the job.
- Difficulty in attracting new and more diverse talent pools.

Send follow up meeting email addressing any action items needed (send Toolkit, council meeting and cut off dates, applicable contact information for ATD support team or staff member and conduct any e-introductions with staff or partners who can support this process).

Host ATD internal meeting with New Standards Team post-meeting to discuss program possibilities, potential barriers, areas to consider.

Additional meetings with TA or related partners to include:

- TA SME
- New Standards Team appointed liaison (initially send to ATD Operations Manager who will appoint designated person)

Stay Informed

Innovation within apprenticeships and workforce development solutions is necessary to meet the evolving needs of employers and workers. To keep informed of trends, events, and outreach opportunities, we recommend signing up for applicable email listservs as well as “Following” organizations and industry trend-setters on social media platforms. Here are some of the organizations we follow:

- Oregon Department of Education CTE
- Higher Education Coordinating Commission
- US Department of Labor
- Pearson
- Oregon Employment Department

- Construction Trade Associations (Unions, Associated General Contractors, Home Builders Association)
- Community Colleges and Universities
- Jobs for the Future (JFF)
- Technology Association of Oregon
- Pre-Apprenticeship Programs & RAPs
- Intermediaries (Apprenti, AIR, etc.)
- Local Workforce Development Boards & Chambers of Commerce
- Regional Educational Service Districts
- WorkSource Oregon

INNOVATIVE INDUSTRIES

Industries across the nation are utilizing apprenticeship to meet their workforce needs. In Oregon, Construction leads the way in apprenticeship programs and pre-apprenticeship programs. This is one of the reasons Future Ready Oregon focused on funding programs in the Healthcare and Manufacturing sectors. Members of our team have conducted preliminary outreach and support to develop and/or expand these apprenticeship programs.

Agriculture

This sector was beyond the scope of Future Ready Oregon; however our team participated in preliminary conversations within the agriculture sector. This is an industry in need of workers and most positions are well suited for entry-level participants who are seeking to advance into management. Many of these locations would greatly benefit from connections to local high schools or community-based organizations to recruit and support their workforce. After implementation, a pre-apprenticeship program could be developed which could include summer camps or worksite visits.

Cybersecurity

In 2022, the Biden-Harris Administration completed the “Cybersecurity Apprenticeship Sprint.” This was an initiative to promote cybersecurity apprenticeship and register new apprenticeship programs in this sector. Oregon did not register any new programs during this time. In the past, one program in Oregon was registered for this occupation, that program has since been dissolved.

Employer-engagement is lacking in this area, and I would argue within Technology as a whole. With large companies like Intel, Nike, and Amazon having large technical sites in Oregon, they are positioned well to partner with local area schools, WorkSource centers, and community-based organizations to funnel a pipeline of entry level employees.

Education – Early Childhood Education

In addition to the astronomical cost of childcare in Oregon, 72% of Oregonians are in a childcare desert⁶. There is a lack of access to Early Childhood Education (ECE) facilities and the available centers are too costly for most families. A contributing factor to the lack of ECE access is the workforce shortage for early childhood education workers. Creating a pipeline of workers into the ECE occupation would increase access to affordable childcare. A RAP could also be a pathway from

pre-apprenticeship programs that could be established in High Schools offering already established ECE courses or Child and Family studies. SOWIB is the only currently operating program in this occupation, however our team has been supporting program development in partnership with Clackamas Workforce Partnership.

Education – General Teaching

With the national response to teach workforce needs, the Grow Your Own model has been a focus of many educational groups. In order to create guidance and structure to this model, the Teaching Standards and Practices Commission has led an effort to create a Standard of Apprenticeship that can be used in schools across the state. Our division has worked closely with the consortium of educators and education providers to create this program. They are expected to have the first JATC registered by Q3 2023.

Financial Services

The role of Auditor/Investigator would be an occupation that could utilize already-approved federal standards of apprenticeship. This is a position that is also housed within the State of Oregon under DHS or the Wage and Hour Division within the Bureau of Labor and Industries (BOLI-WHD).

Green Energy

According to the latest data, the United States solar workforce needs to double in less than a decade to keep with demand. However, 89% of solar firms are reporting difficulty hiring qualified applicants. Manufacturing and construction are closely linked in green energy. Such as, the product of solar panels and the professionals who install and service them. All facets of this sector require highly skilled workers, and the demand is quickly growing.

Healthcare – Firefighters & Paramedics

Diagnostic, therapeutic, and pharmacologic advancements in medicine over the past 50 years have dramatically improved the quality of care available to critically ill or injured patients in the pre-hospital setting. As such, training for emergency medical services (EMS) utilizing these advancements is critical. Career opportunities that may require EMS training (including firefighters, paramedic, and search & rescue). A 2022 regional survey of 21 Oregon EMS agencies in revealed 158 vacancies for paramedics. Currently in Oregon EMS licenses require an AAS-Paramedic (Associate of Applied Science - Paramedic) degree at an accredited institution. The cost of tuition is one component that is holding back jobseekers. Creating an apprenticeship program with employer support across Oregon's EMS agencies would create an equitable and accessible pathway to the EMS workforce.

Healthcare – Medical Laboratory Technicians

Medical laboratories are an essential part of patient care and the healthcare sector at large. Laboratory results affect two-thirds of all medical decisions. For this reason, accuracy and efficiency are critical to providing safe, expedient, high-quality healthcare. Safe, accurate, and timely patient care is at risk due to the significant shortage of medical laboratory scientists (MLS) and medical laboratory technicians (MLT). Medical laboratory educational programs burdened with an average retirement rate of above 30% find it difficult to remain open. Although the number of trained medical lab personnel is declining, the need for laboratory services is increasing. Data published by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS) show that there are less accredited MLS/MLT programs now than existed in 2000. Although there has been an increase

in recent years, the number of graduates from accredited MLS/MLT programs is less than half of what is needed to fill the current need. Presently, Oregon has only one MLT program and one MLS program to fill all vacancies throughout our state. Supporting an investment in apprenticeship development for MLT and MLS programs is vital to every level of the healthcare workforce.

Healthcare – Nursing

Oregon's nursing shortage has been well-discussed — an ongoing problem only exacerbated by the COVID-19 pandemic. But it's not that there isn't an interest in nursing. In fact, it's the opposite. Roughly 6,700 qualified students applied to an Oregon nursing program in 2020, however, only 23% were accepted. Oregon's nursing programs produced the third fewest graduates per-capita of any state in 2020. This is due to many contributing factors including educational capacity within nursing programs due to teaching staff shortages.

The need to recruit nurses in rural communities and certain practice settings is real, and innovative solutions are a necessity. We currently have an opportunity to pursue building up the nursing workforce in Oregon using the momentum of apprenticeships and it is imperative to the status, resiliency, and capacity of our healthcare workforce at every level. Partners and leaders in government agencies, nursing organizations, and employers of nurses should continue to engage in discussion to determine the best way to leverage apprenticeship funding and existing models to promote nurse residencies and enhance educational progression in our state.

Healthcare - Social Service

The State of Oregon is the state's largest employer. The Department of Human Services (DHS) has the greatest number of employees. This division is greatly impacted by high employee turnover. The qualifications listed in the Department of Administrative Services (DAS) also limited candidates to what positions they can apply for. We are working to develop an apprenticeship program with DHS which will give a consistent pipeline of entry level workers. This is a position that would be well-suited to pull candidate apprentices from the populations they serve. Meaning, those who know the system most-intimately would be able to assist the population of Oregon that is most in need.

Manufacturing – Advanced

The advanced manufacturing industry faces greater pressure in their industry due to an aging workforce. This aging workforce is highly skilled and experienced and would make excellent journey workers/subject matter experts to train the incoming workforce. Nationally, advanced manufacturing apprenticeship has grown by 73% over the last eight years. Common titles for this industry include CNC Machine Operators, Mechatronics Technicians, Tool and Die Makers, and Quality Technicians. Oregon has programs in many of those fields, but the most commonly utilized manufacturing apprenticeship programs are the Manufacturing Plant Electrician, Limited Maintenance Electrician, and Millwright. Another barrier in this apprenticeship industry is the lack of diversity, with the majority of apprentices being white males. Continued investments in seeking out priority populations, along with greater EEO participations, will benefit these trades.

Manufacturing – Semiconductor & Supply Chain

The semiconductor manufacturing industry plays an important role in Oregon's economy. At 22K people, Intel employs the most employees in the state. Intel also plays a major role in in the supply chain with \$2.8 billion spent with Oregon companies in 2021, to include factory equipment, spare parts, construction services, trade labor, and factory consumables. Apprenticeship models in the

semiconductor industry have been successful in other states, particularly in the Industrial Manufacturing Technician (IMT) occupation. In June 2022 Oregon registered the first semiconductor *youth* IMT program. The National Institute for Innovation in Technology (NIIT) acts as the DOL intermediary tasked with the expansion of apprenticeship in the semiconductor and nanotechnology space and has a vital partner for the Division. Additionally, Portland Community College has started conversation to become the related training provider and program administrator for the IMT courses.

Technology

There are multiple career paths within the technology sector that would benefit from an apprenticeship career pathway. However, as we saw with the Cybersecurity initiative, employer-engagement is lacking in this area. With large companies like Intel, Nike, and Amazon having large technical sites in Oregon, they are positioned well to partner with local area schools, WorkSource centers, and community-based organizations to funnel a pipeline of entry level employees. Apprenticeship provides that clear pathway and tangible certification(s) for completed training. Technology consulting firms in Oregon can also function as the apprentices' training agent. These companies perform the required work processes on a variety of technological systems. Their services range from small company POS systems to large scale data security. I see an enormous potential for these companies to act as a conduit for well-trained apprentices to join larger companies upon program completion.

Conclusion

Historically, apprenticeship has primarily been used by the Construction industry. Our efforts through Future Ready Oregon engaged and supported other industries and companies to utilize the apprenticeship model in their workforce development, recruitment, and training structures.

Registered Apprenticeship at its core benefits the employer, the apprentice, and the economy overall. It gives a clear career pathway and opens opportunities to those who participate. Cooperation with schools and community groups creates a funnel of talent into high-paying and high-demand sectors. As a workforce solution, this promotes diversity and inclusion in the workplace. ATD is committed to working with businesses and workforce leaders to support Oregon's workforce and increase access to jobs.

REVIEW OF PRE-APPRENTICESHIP PLACEMENT (IN APPRENTICESHIP) RATES

Differentiating Placement Rate Benchmarks for Pre-Apprenticeship Models

1. PROGRAM DEFINITIONS

1.1 Population Pre-Apprenticeship

- Targets underrepresented or hard-to-serve groups (e.g., women, minorities, justice-involved).
- Aligns curricula with industry standards.
- Formal partnership with at least one Registered Apprenticeship Program (RAP) sponsor.
- Wraparound supports: childcare, transportation, mentoring, digital-literacy training.

1.2 Trade-Related Pre-Apprenticeship

- Operated by or in direct partnership with an RAP sponsor to feed applicants into that sponsor's slots.
- Approved, sponsor-aligned curriculum and simulated worksite experiences.
- Pipeline agreements reserving seats or guaranteeing interviews.
- Ongoing case management and supportive services.

2. PLACEMENT RATE BENCHMARKS

2.1 Population Pre-Apprenticeship Program

Minimum Acceptable RAP Placement: 15–20% within 12 months

Strong Performance: 25–35% within 6 months

Stretch Goal: 40% within 12 months

Rationale

A longitudinal study of Oregon Tradeswomen Inc. and Constructing Hope found 20–27% of graduates entered RAP within one year despite extensive supports.

2.2 Trade-Related Pre-Apprenticeship

Minimum Acceptable RAP Placement: 40% within 3 months

Strong Performance: 50–70% within 3 months

Stretch Goal: 80% immediate admission to sponsoring RAP

Rationale

Pipeline agreements guarantee interviews or reserved seats, accelerating RAP entry. Grantees in the American Apprenticeship Initiative exceeded RAP registration targets by enrolling underrepresented pre-apprentices into RAP programs when sponsors were deeply engaged.

3. Summary of Placement Benchmarks

Model	Minimum RAP Placement	Strong Performance	Stretch Goal
Population Pre-Apprenticeship	15-20% within 12 months	25-35% within 6 months	40% within 12 months
Trade-Related Pre-Apprenticeship	40% within 3 months	50-70% within 3 months	80% immediate to sponsoring RAP

4. PROGRAMMATIC RECOMMENDATIONS

4.1 Supports for Population Pre-Apprenticeship

- Intensive case management (transportation, childcare, digital literacy).
- 12-month post-graduation tracking via Oregon's Pre-Apprenticeship Tracking System (OPAT).
- Formal employer/university interview guarantees.

4.2 Supports for Trade-Related Pre-Apprenticeship

- Pipeline agreements with reserved RA slots or guaranteed interviews.
- Embedded journeyworker mentorship from the sponsoring employer/union.
- Real-time data sharing between program and RA sponsor.

5. IMPLEMENTATION & MONITORING

- Use Apprenticeship.gov dashboards for active apprentices, completions, demographics.
- Apply Jobs for the Future's six quality-pre-apprenticeship characteristics (transparent requirements; employer alignment; credential issuance; hands-on learning; wraparound supports; transition pathways).
- Disaggregate outcomes by race, gender, disability, justice involvement per DOL's Training & Employment Notice 23-23.

Proposed Placement-Rate Standards for Oregon Pre-Apprenticeship Programs

Executive Summary

- A 15 % placement floor for community-based programs serving underserved learners aligns with national practice, which generally lands between 10 % and 30 % during program maturation.
- A 40 % placement floor for sponsor-operated “feeder” programs reflects the lower bound of typical sponsor-run performance (35 %–60 %), given their curriculum alignment and built-in interview pipelines.
- No other state currently codifies numeric placement floors in rule; most rely on quality frameworks, MOUs, and incremental improvement targets.
- Recommended: phase in floors over 1–2 years, layer in qualitative commitments (MOUs guaranteeing interview slots and supportive services), and revisit thresholds after collecting 12 months of baseline data.

Analysis

1. Reasonableness of Proposed Rates

- Community-Based (15 %): Many programs serve learners facing transportation, childcare, and academic preparation barriers. A 15 % floor is modest and achievable, spurring continuous improvement without setting an unrealistic bar.
- Sponsor-Operated (40 %): Feeder programs tailor training for a single apprenticeship standard. They routinely achieve higher placement because the pathway is clear and guaranteed. A 40 % minimum aligns with peer performance and ensures sponsors maintain robust pipelines.

2. State and National Precedents

- No state embeds numeric placement rates in administrative rule. Instead, they emphasize:
- Memoranda of Understanding guaranteeing “first-look” interviews
- Documentation of industry-recognized credentials
- Supportive services (transportation, childcare, counseling)
- Hands-on simulation experiences distinct from paid labor
 - Examples:
 - Washington: Certification process with sponsor commitments, no fixed floor
 - Massachusetts: Annual pipeline-outcome reporting through Career Centers, no codified %
 - California: IPP Guidelines require MOUs and progress tracking, but no mandated placement rate

3. Key Recommendations

- Phase-In Schedule: Year 1 targets at 10 %/30 % ramping to 15 %/40 %.
- Qualitative Add-Ons: Require MOUs for guaranteed interview slots, track supportive services.
- Data and Benchmarking: Collect 12 months of baseline data, then adjust floors and consider sectoral variances.
- Federal Alignment: Leverage the U.S. DOL TEGL 13-12 hallmarks of quality pre-apprenticeship.

APPENDIX M: CREDIT FOR PRIOR LEARNING

Table M.1: Number of Students who Earned CPL at Oregon's Community Colleges.

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Received CPL Investment											
Blue Mountain Community College			67	12	22	19					33
Central Oregon Community College	13	*	10	*	*		*	*	*	*	516
Chemeketa Community College	*	*	*	*	*	*	*	*	*		154
Clackamas Community College	241	322	316	292	252	176	149	113	190	200	260
Clatsop Community College											
Columbia Gorge Community College				*							36
Klamath Community College									64	43	34
Lane Community College											*
Linn Benton Community College								*			99
Oregon Coast Community College											43
Portland Community College				372	302	253	302	219	157	171	339
Southwestern Oregon Community College	50	83	32	67	74	75	62	46	60	48	45
Tillamook Bay Community College											*
Umpqua Community College				*		*		*	*		78
Did Not Receive CPL Investment											
Mt. Hood Community College											142
Rogue Community College	142	55	30	*	19	15	*	15	18	35	77
Treasure Valley Community College											*

Note. * = Number less than 10 suppressed to protect confidentiality.

Table M.2: Number of Credits Awarded as CPL at Oregon's Community Colleges.

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Received CPL Investment											
Blue Mountain Community College			602	126	240	153					283
Central Oregon Community College	13	*	15	*	*		*	*	*	*	15,102
Chemeketa Community College	56	20	24	40	20	*	*	*	*		1,879
Clackamas Community College	6,364	7,093	7,579	7,096	5,892	3,766	2,857	2,127	4,839	4,134	5,670
Columbia Gorge Community College				*							483
Klamath Community College									977	576	570
Lane Community College											52
Linn Benton Community College								18			1,241
Portland Community College				3,984	3,639	1,363	1,275	848	1,175	2,123	2,668
Southwestern Oregon Community College	314	419	190	610	678	722	458	271	437	301	289
Tillamook Bay											*
Umpqua Community College				*		*		*	*		917
Did Not Receive CPL Investment											
Mt. Hood Community College											1,809
Rogue Community College	142	55	30	10	19	15	*	15	18	35	838
Treasure Valley Community College											30

Note. * = Number less than 10.

Table M3: Number of Students who Earned CPL at Oregon's Public Universities.

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Received CPL Investment											
Eastern Oregon University	101	86	124	138	133	139	104	108	121	161	226
Oregon Institute of Technology	290	323	468	294	295	269	253	240	196	202	225
Portland State University	663	703	704	768	813	985	671	599	652	598	606
Southern Oregon University	1,111	1,173	1,213	1,277	1,268	1,293	1,152	1,295	1,493	1,490	1,468
Western Oregon University	201	199	221	230	191	187	168	125	163	129	141
Did Not Receive CPL Investment											
University of Oregon	1,639	1,616	1,776	1,760	1,742	1,810	1,788	1,826	2,299	2,543	2,695
Oregon State University	1,767	1,909	1,833	1,746	1,814	2,251	1,972	2,116	2,479	2,428	2,619

Table M.4: Number of Credits Awarded as CPL at Oregon's Public Universities.

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Received CPL Investment											
Eastern Oregon University	2,425	1,940	2,820	3,263	3,029	3,070	3,104	3,071	3,252	3,535	4,807
Oregon Institute of Technology	17,545	17,774	18,946	16,029	15,979	14,123	12,982	13,377	8,819	8,751	7,791
Portland State University	9,902	10,262	10,619	11,268	11,638	19,039	13,560	11,435	11,946	10,380	10,652
Southern Oregon University	18,303	18,229	18,530	20,375	18,663	20,603	20,071	22,094	25,432	20,667	13,908
Western Oregon University	2,986	2,827	3,600	3,958	4,332	3,479	3,135	2,464	3,260	2,360	3,258
Did Not Receive CPL Investment											
University of Oregon	27,904	27,202	29,606	29,046	30,830	33,825	36,031	37,158	45,267	49,667	55,107
Oregon State University	29,781	30,282	27,612	26,494	28,258	41,625	40,324	40,621	46,698	46,019	51,315

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