



OREGON WORKFORCE
PARTNERSHIP
ADVOCATE | COLLABORATE | INNOVATE



Prosperity Programs

2025 Annual Report

Executive Summary

Prosperity Through Quality Jobs

Oregon's Prosperity Programs continue to demonstrate that investing in people pays dividends for the entire state. Launched through Future Ready Oregon in 2022, the Prosperity 10,000 initiative was designed to connect Oregonians with quality jobs—those that provide fair compensation, opportunities for advancement, supportive workplace culture, and a sustainable work structure.

The results are clear: Prosperity Programs work. They move Oregonians out of poverty, strengthen communities, and generate lasting economic returns. Since inception, Prosperity 10,000 has served 9,285 Oregonians—helping 7,442 people engage in training and employment services and 1,843 individuals overcome significant barriers such as housing instability or justice involvement.

A Model for Policy and Systems Change

When Oregonians earn more, the entire state benefits. Because Oregon's economy relies heavily on personal income tax, every dollar invested in workforce development strengthens the fiscal foundation for schools, healthcare, and other essential services. Prosperity 10,000 proves that workforce development is not an expense—it's a revenue-generating strategy that drives both equity and economic growth.

When Future Ready Oregon passed, local workforce boards requested \$50 million to serve 10,000 people. The Legislature ultimately approved \$35 million—30 percent less to achieve the same goal—and nearly \$3 million was held back at the state level. Even so, the program has exceeded expectations, delivering a six-fold return on investment.

An initial \$35 million investment has generated an estimated \$219 million in combined economic benefits through higher wages and reduced social service costs—proof that when Oregon invests in people, the return compounds across generations.

Grounded in Job Quality

Unlike short-term job placement programs, Prosperity initiatives are built around job quality—ensuring stability, belonging, and advancement. All Prosperity-funded jobs are benchmarked to Oregon's Self-Sufficiency Standard, ensuring participants can support themselves and their families without ongoing assistance.

The 2024 Portland State University Assessment Report confirmed that Prosperity 10,000 has allowed local workforce boards to deliver more flexible and holistic services. Providers used the funds to integrate wraparound supports—like housing, transportation, and childcare—that help participants complete training and secure long-term employment.

As one PSU interviewee noted, “The flexibility of P10K funding allowed us to meet people where they are, not just where the system is comfortable serving them.”

Performance and Outcomes

By September 2025, Prosperity 10,000 had achieved strong statewide outcomes across all major measures:

- Enrolled Women: 47% (Goal: 50%)
- Successful Completion: 86% (Goal: 80%)
- Employment Rate: 73% (Goal: 75%)



- Earning \$17/hour or More: 86% (Goal: 75%)
- Average Hourly Wage: \$22.68/hour
- Training Completion Rate: 88%

More than 5,000 participants are now employed, with 72% working full-time. The majority of jobs fall within Oregon's high-demand sectors—healthcare (25%), transportation and warehousing (18%), and manufacturing (12%). Nearly 96% of all participants represent at least one priority population, including women, people of color, veterans, justice-involved individuals, and people with disabilities.

Regional Innovation and Impact

Across Oregon's nine Local Workforce Boards, Prosperity funds empowered communities to meet local needs with creativity and collaboration. Examples from the PSU report include:

- Bilingual EMT Training – Willamette Workforce Partnership
- Driving Diversity CDL Training – Worksystems, Inc.
- Dental Assistant Apprenticeships – East Cascades Works & Columbia Gorge Community College
- Clean Slate Expungement Clinics – Clackamas Workforce Partnership, serving over 2,000 individuals

These regional innovations have expanded access for rural, immigrant, and justice-involved populations—building a stronger, more inclusive workforce system that reflects the diversity of Oregon's communities.

Funding and Sustainability

To date, 66% of Prosperity funds have supported existing programs, 16% have funded new initiatives, and 18% have strengthened community partnerships and wraparound services.

However, current funding is set to expire on June 30, 2026, even as federal disinvestment continues to erode Oregon's workforce infrastructure. Over the past decade, federal workforce funding has declined by 50%, despite persistent labor shortages and increased demand for skilled workers.

Permanent state funding will be essential to sustain the Prosperity model, protect Oregon's economic stability, and maintain the proven returns of this investment.

Conclusion

Prosperity Programs have become a cornerstone of Oregon's workforce ecosystem. They show that when we invest in people—removing barriers, supporting families, and focusing on quality jobs—the benefits ripple across the state through higher wages, lower social service costs, and stronger communities.

As Oregon looks ahead to the next biennium, Prosperity Programs offer a proven, data-backed model for advancing equitable workforce development and building a stronger, more resilient Oregon.

The return on investment is clear. The future of Oregon's vitality relies on workforce.



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Current Performance Data & Narrative

Prosperity Programs are a smart investment with proven returns.

Prosperity 10,000 has proven to:

- Reduce Dependency: Moves Oregonians from state assistance to self-sufficiency
- Boost Oregon's Workforce and Economy: Increases wages and tax revenue while lowering social service expenses
- Maximize Impact: Every \$1 invested returns \$4.84 to Oregon



Doing More with Less

When Future Ready Oregon was introduced, Oregon's local workforce boards agreed to incorporate Prosperity 10,000 – an ambitious \$50 million initiative to serve 10,000 people most severely impacted by the COVID 19 pandemic. When Future Ready finally passed, just over \$32 million was dedicated to achieve the goals of Prosperity 10,000.

Despite reduced funding, Prosperity 10,000 is not only exceeding expectations – it is redefining what is possible. With more than 9,200 Oregonians already served — the program is on the verge of achieving its ambitious goals with significantly fewer resources. This success is a testament to the expertise, deep community connections, and nimble leadership of local boards and their partners, who have leveraged and aligned these resources to deliver results that advance both State and local goals and objectives.

Of the resources managed by Local Boards:

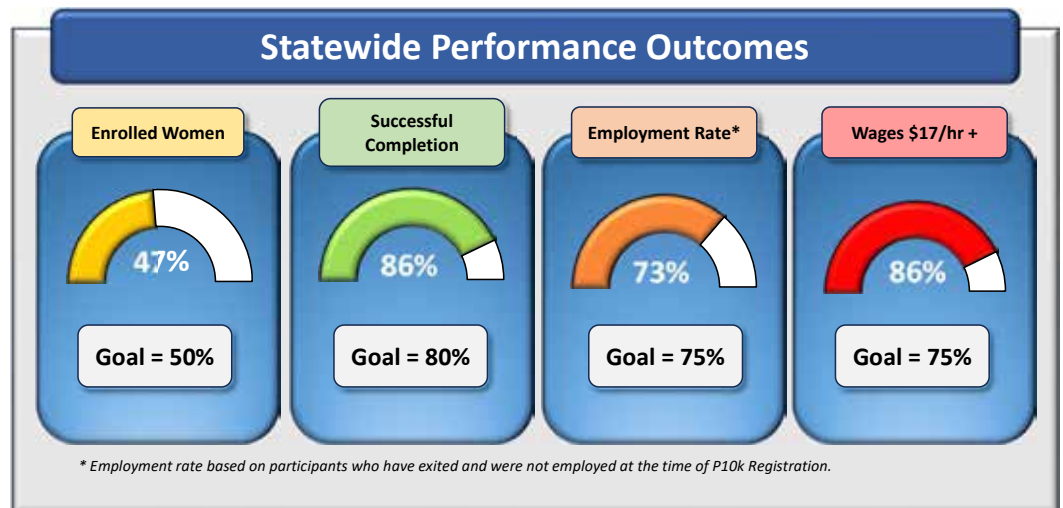
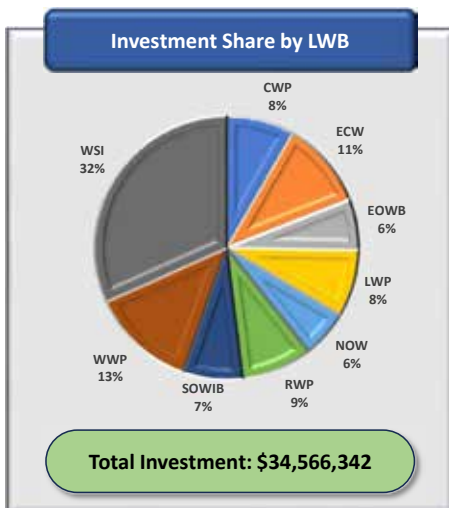
- 66% served people in proven, high-impact programs,
- 16% supported innovation and pilot projects,
- 18% funded community investments and wraparound services like housing, transportation, and childcare.

◀ P10k Statewide Dashboard Report ▶

Data as of 9/30/2025

| | | | | | | | | | |
|--|-------|-------------|----------|-----------|-----------|-----------------|----|------------------------|--------|
| Grant Length: | 4 yrs | Start Date: | 7/1/2022 | End Date: | 6/30/2026 | Months Elapsed: | 39 | Percent through Grant: | 81.25% |
| Program Year: | 2025 | Start Date: | 7/1/2025 | End Date: | 6/30/2026 | Months Elapsed: | 3 | Percent through PY: | 25.00% |
| Contents ▶ I. Enrollment and Demographic Details II. Training and Employment Details III. Performance by Local Area IV. Spending By Local Area | | | | | | | | | |

Key Indicators



The Return on Investment

By June 2025, over \$28.2 million had been invested directly in people and communities.

The results speak for themselves. When all is said and done, Prosperity 10,000 will generate an estimated \$219 million in economic benefits, including:

- \$23 million in new state tax revenue,
- \$195 million in reduced reliance on public assistance.

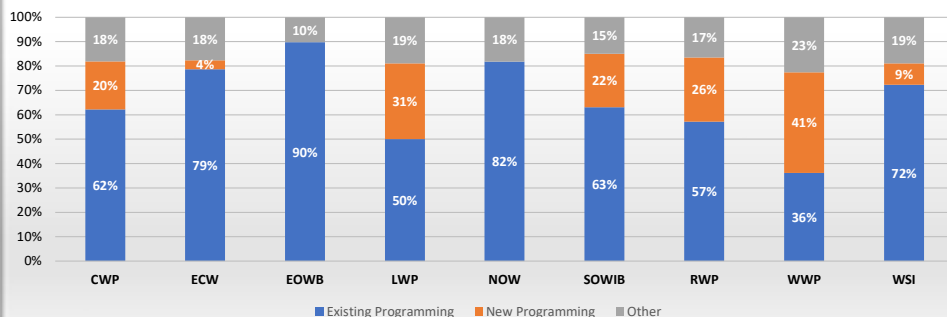
That's a **\$4.84 return** for every dollar spent—a powerful case for continued investment in workforce development.

IV. Funding Spent by Local Area

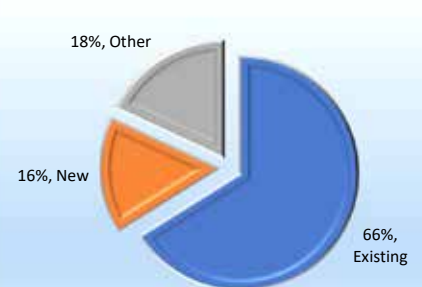
| Expenses through 6/30/2025 | | | | | | | | | | | |
|----------------------------|----------------------|---------------|-----|-----------------|--------------|-----|-------|--------------|-----|-------|---------------|
| Local Area | Existing Programming | | | New Programming | | | Other | | | Total | |
| CWP | \$ | 1,328,739.08 | 62% | \$ | 420,003.99 | 20% | \$ | 385,775.21 | 18% | \$ | 2,134,518.28 |
| ECW | \$ | 2,629,984.79 | 79% | \$ | 122,516.56 | 4% | \$ | 589,113.69 | 18% | \$ | 3,341,615.04 |
| EOWB | \$ | 1,491,226.12 | 90% | \$ | - | 0% | \$ | 170,045.61 | 10% | \$ | 1,661,271.73 |
| LWP | \$ | 1,283,875.21 | 50% | \$ | 799,268.86 | 31% | \$ | 483,605.44 | 19% | \$ | 2,566,749.51 |
| NOW | \$ | 1,278,291.19 | 82% | \$ | - | 0% | \$ | 283,743.59 | 18% | \$ | 1,562,034.78 |
| SOWIB | \$ | 1,359,745.52 | 63% | \$ | 474,899.09 | 22% | \$ | 321,475.45 | 15% | \$ | 2,156,120.06 |
| RWP* | \$ | 1,127,719.83 | 57% | \$ | 518,654.92 | 26% | \$ | 326,513.20 | 17% | \$ | 1,972,887.95 |
| WWP | \$ | 1,111,417.29 | 36% | \$ | 1,269,374.40 | 41% | \$ | 692,786.53 | 23% | \$ | 3,073,578.22 |
| WSI | \$ | 7,054,629.15 | 72% | \$ | 866,879.45 | 9% | \$ | 1,840,272.68 | 19% | \$ | 9,761,781.28 |
| Total | \$ | 18,665,628.18 | 66% | \$ | 4,471,597.27 | 16% | \$ | 5,093,331.40 | 18% | \$ | 28,230,556.85 |

* Expenditures thru 3/31/2025

Percentage of Funds Spent by Programming Category



Funds Spent by Programming Category



Delivering Results Across Oregon

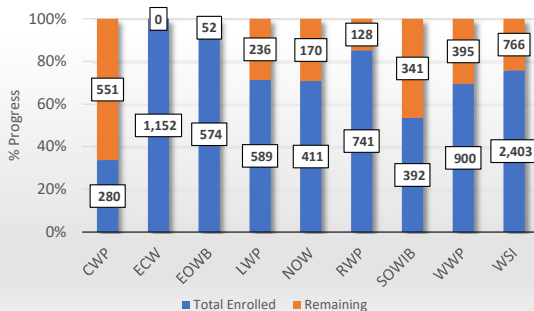
Across all nine Local Workforce Boards, Prosperity 10,000 is delivering measurable, equitable outcomes. From Portland to Pendleton, local boards and their partners are exceeding expectations with:

- Completion rates as high as 95%,
- Strong employment gains in rural areas,
- Innovative models that align training with industry needs.

These outcomes demonstrate that local flexibility drives statewide success.

I. Enrollment and Demographic Detail

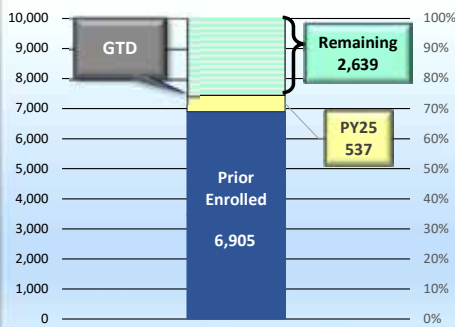
Progress to Enrollment Goals



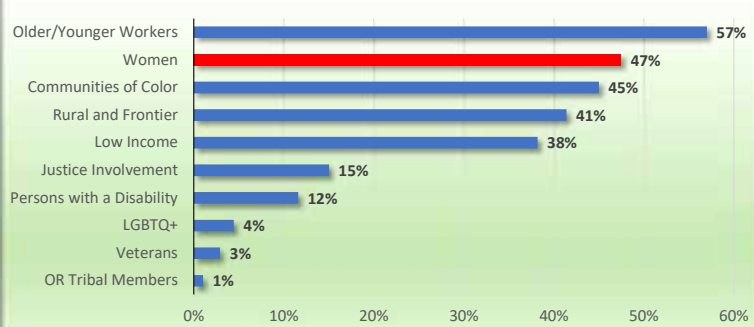
Grant to Date and Projection to Grant End Date



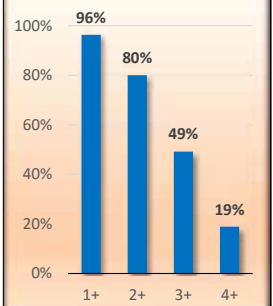
Progress to 10,000



Priority Populations Served



Priority Populations Met



Pathways to Prosperity

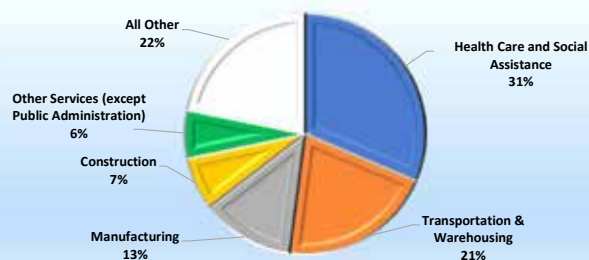
Of the more than 6,500 Oregonians who have engaged in Prosperity 10,000 training and employment services:

- 88% completed their programs—far above national averages,
- Over 5,000 secured employment, with an average wage of \$22.69/hour,
- 71% of those jobs are full-time, in high-demand sectors like healthcare, manufacturing, and transportation.

These are not just jobs—they are careers that anchor families and communities.

II. Training & Employment Detail

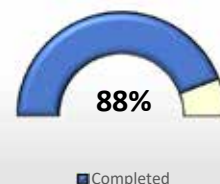
Top 5: Training By Industry Focus



Top 5: Supported Training Types

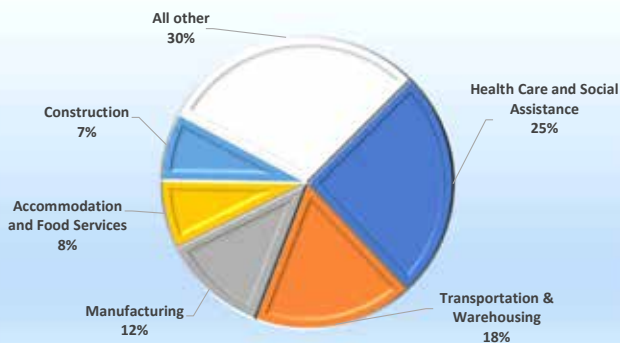


Training Completion Rate



Employment information presented below is based on employment across all enrolled participants regardless of exit status and employment status at program registration. Participants employed may or may not have associated supplemental data collected, including benefits, FT/PT status, hourly wage, and weekly working hours.

Top 5: Industries of Participant Employment



Total
Employed

5,106

Full Time

71%

Part Time

29%

Avg. Hourly
Wage

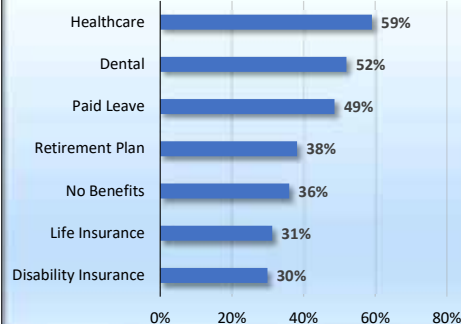
\$22.69

Average
Hrs/Week

36.4

Benefits

of all participants reporting benefits



Serving Those Who Need It Most

Since its launch in 2022, Prosperity 10,000 has served over 9,200 Oregonians—nearly all from priority populations, including women, people of color, veterans, individuals with disabilities, individuals involved with the criminal justice system, and residents of rural or frontier communities.

80% of participants face multiple barriers to employment. Local boards respond with tailored solutions—combining training and supports like childcare, rental assistance, and other essentials that make employment possible.

Behind every data point is a story of transformation: a parent moving from minimum wage to \$25/hour after CDL training; a justice-involved individual reentering the workforce; a young person discovering a career in healthcare through a paid internship.

Prosperity Program funds have reached more Oregonians than any previous workforce initiative. Through this investment, 7,442 individuals have enrolled in training and employment programs, and 1,843 people have accessed expungement and legal barrier removal services—a **combined total of 9,285 Oregonians served as of September 30, 2025.**



A Model That Works

Prosperity 10,000 is powered by Oregon's nine local workforce boards, each customizing investments to meet local needs while advancing statewide goals for equity and economic mobility.

With 9,200 served through September 2025, the program is on track to meet its 10,000-person goal by mid-2026. And the outcomes are clear:

- 73% of training completers find employment,
- 86% earn at least \$17/hour.

This is what shared prosperity looks like: stable families, thriving businesses, and a resilient Oregon economy.

III. Performance By Local Workforce Board

| Measure | Goal | CWP | ECW | EOWB | LWP | NOW | RWP | SOWIB | WWP | WSI | All |
|---|---|-----|-------|------|-----|-----|-----|-------|-------|-------|--------|
| Enrollment Goals | 10,000 <small>Determined by investment share</small> | 831 | 1,071 | 626 | 825 | 581 | 869 | 733 | 1,295 | 3,169 | 10,000 |
| <u>Enrollment to Date</u> <small>Percent to Goal</small> | 74% | 280 | 1,152 | 574 | 589 | 411 | 741 | 392 | 900 | 2,403 | 7,442 |
| | | 34% | 108% | 92% | 71% | 71% | 85% | 53% | 69% | 76% | |
| Participants served who identify as women. | 50% <small>of all Enrolled Part. identifying as Women and Men</small> | 62% | 34% | 44% | 48% | 51% | 64% | 54% | 35% | 51% | 47% |
| Participants who successfully complete the program. | 80% <small>of all Exited Participants</small> | 92% | 99% | 81% | 55% | 58% | 90% | 72% | 80% | 95% | 86% |
| Participants who obtain employment. | 75% <small>of all Participants exited, not/never employed at Reg.</small> | 84% | 68% | 79% | 78% | 84% | 77% | 76% | 42% | 77% | 73% |
| Participants who earn at least \$17/hour. | 75% <small>Participants exited, employed, not/never employed at reg.</small> | 93% | 82% | 88% | 88% | 72% | 82% | 69% | 73% | 90% | 86% |

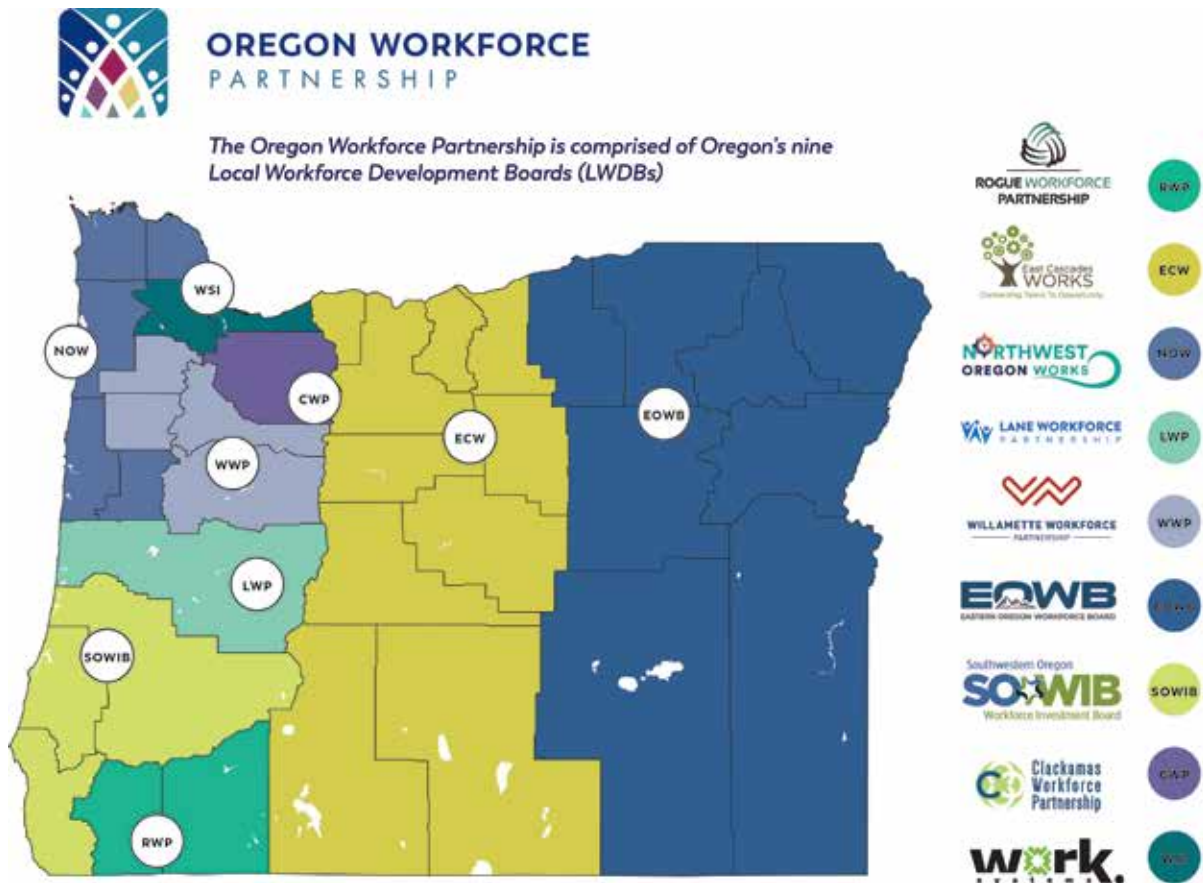
Performance Calculation Guide

| Measure | Denominator | Numerator | I-Trac Data Required |
|---|---|--|--|
| Participants served who identify as women. | Total of all enrolled participants where Gender = <i>Woman</i> and Gender = <i>Man</i> | Of the total, those whose Gender Identity = <i>Woman</i> | Registration: Gender field completed in the P10k Online Application, or during program registration process. Services: At least one service entered to set the Participation Date. |
| Participants who successfully complete the program. | Total of all enrolled participants with an Exit date. | Of the total, those with an Exit Type = " <i>Exit Successful</i> ". | Outcomes: Exit Type of " <i>Exit - Successful</i> " selected during the exit process. (Note: Definition of " <i>successful</i> " determined by each LWB) |
| Participants who obtain employment. | Total of all enrolled participants who were not employed at Registration and have an Exit date. | Of the total, those participants with an " <i>After Participation Employment Confirmation</i> ". | Registration: Employment Status = " <i>Not Employed</i> " or " <i>Never Employed</i> ". Outcomes: Employment Information and Employment Confirmation (<i>After Participation Employment Confirmation</i>). |
| Participants who earn at least \$17/hour. | Total of all enrolled participants who were not employed at Registration, have an Exit date, Employment Info and Employment Confirmation. | Of the total, those participants with a wage rate of \$17/hr or greater. | Registration: Same as above. Outcomes: Same as above <i>and</i> wages entered in the participant's Employment Details. |





Regional Board Reports



Clackamas Workforce Partnership (CWP) continues to demonstrate the transformative power of Prosperity 10,000 by investing in second chances, barrier removal, and equitable access to opportunity. Through its flagship program, Clean Slate Clackamas, CWP has helped thousands of Oregonians remove legal barriers, restore access to employment, and rebuild their futures.

Launched in 2022 with support from Future Ready Oregon and Prosperity 10,000 funds, Clean Slate Clackamas has now served 1,843 participants across more than 50 partner organizations. These clinics offer expungement, eviction expungement, and legal name or gender marker change services—often alongside employment support, housing resources, and voter registration.

The program has generated statewide recognition as a model for inclusive workforce innovation. By addressing systemic barriers, Clean Slate not only restores individual opportunity but also strengthens Oregon’s workforce by reconnecting justice-impacted individuals to stable employment and self-sufficiency.

Key Outcomes

- 1,843 participants served through Clean Slate Clackamas.
- 88.85% received expungement services and barrier removal support.
- 37% accessed employment and job search assistance.
- 47% connected to housing or education resources.
- Participants represent significant diversity: 10% Black/African American, 7% Indigenous, 5% Latino/a.
- 100% of participants gained access to at least one additional community service.
- 280 participants enrolled in P10k traditional services
- 235 employed.
- 260 are employed making more than \$17 per hour.
- 92% successfully complete the program.

Looking Ahead

Clean Slate Clackamas will continue expanding rural clinics and deepening partnerships with organizations like WorkSource Clackamas and Clackamas Community College. By embedding justice reform within workforce development, CWP is demonstrating that equitable access and economic mobility are inseparable parts of Oregon’s prosperity strategy.



Successes in Clackamas County



Laurinda – Our very FIRST participant at Clean Slate in March of 2022; look how far she's come!

In 2020 Laurinda entered the Foster Youth to Independence Voucher Program for Housing after recently being released from prison. When I first met Laurinda, it was hard for her to open up. She was coming into the program at age 20, with already a hard life behind her.

Timid as she was, she was determined. Before Laurinda entered our program she was sleeping on the streets and using drugs. Once she got housing, Laurinda expressed it was nice to finally have a safe and warm place to sleep at night and not worry about where she was going to get her next shower. We had to place her into a not so favorable apartment since Laurinda had 25 felonies on her record, but with the help of Northwest Family Services housing navigation team we were successful.

I will never forget the look on Laurinda's face that day she got the keys, she smiled ever so slightly, this was the moment Laurinda's life had changed and that smile was a "I DID IT" smile.

From there Laurinda continued to soar, she went out and found herself a job, got clean and she started opening more and more about what services she needed help from our system. She entered the Family Self Sufficiency program through the Housing Authority that built up an IRA account for her while in the housing program that she could use at the end of the voucher program if she had complied with the program rules for it.

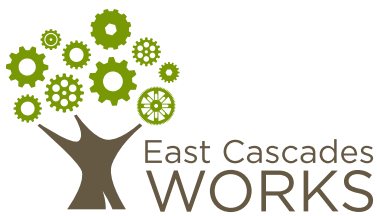
One of Laurinda's long-time goals was to find herself a better job and better place to live. She wasn't fully happy where she currently was living and the jobs she could choose from because her felonies played a factor into her success.

In 2022 we reached out to Amanda Wall about the expungement clinic here in Oregon City. Laurinda was so nervous to go, but this was something she just felt she had to do. Amanda was so kind and offered to meet Laurinda when she arrived. This was the start of something that would be life changing for Laurinda. She was able to finally start seeing her records be sealed. While her record was only partially eligible at the time, Clean Slate put a plan together to continue working through both her outstanding fines and fees, applying for some relief in the Clackamas County court system, as well as some future eligibility requirements, she was on her way. Laurinda had many hoops to go through and had some setbacks like relapsing, domestic violence and while not a setback she also became a new mom during it all. However, this didn't stop Laurinda, and over the next 4 years Laurinda has put in the work to get every felony off her record. She has continued to strive to find better jobs and a better place to live as they have continued to seal her record. Her final application is pending with Clackamas County and is expected to be sealed sometime in September.

Laurinda is set to end the voucher program at the end of July 2025, and I am proud to say she is clean, living in a new apartment, finding jobs that she is proud of and the last two felonies on her record will be sealed. She has about \$16,000 in her IRA account she will get at the end of July that she plans to use for a down payment on a house.

Laurinda is an example that when folks have the right support in place and a team around them, they can utilize the programs we offer like expungement to improve the overall life for not only her but now her daughter as well. She is an example for many and now an example for her daughter that we can be at the bottom but come back and do hard things to make our life better. We are so proud of Laurinda and so grateful to all the community agencies that work together to provide funding for folks to better their lives.





Snapshot

East Cascades Works (ECW) continues to use Prosperity 10,000 investments to connect Central Oregonians to meaningful employment, training, and career advancement opportunities. By partnering with local employers, community colleges, and community-based organizations, ECW ensures that individuals facing barriers to employment can access the education, skills, and supports they need to succeed.

During the 2024–2025 program year, ECW has maintained strong performance across training completion, employment, and wage outcomes. Prosperity 10,000 funds have been used to support earn-and-learn programs, expand healthcare and dental career pathways, and strengthen partnerships in rural and tribal communities.

Key Outcomes

- 1,151 participants enrolled
- 760 employed with an average wage of \$23.54
- 469 completed training (both on-the-job and in classroom)
- 944 are employed making more than \$17 per hour.
- 99% successfully complete the program.
- Dental Assistant Apprenticeship program expanded access to healthcare careers.
- Rural outreach expanded to Crook, Jefferson, and Wasco counties.

Innovations and Impact

ECW's collaboration with Columbia Gorge Community College to launch Dental Assistant Apprenticeships remains one of Oregon's most effective examples of regional workforce innovation. Through this partnership, students complete classroom instruction and on-the-job training with local dental offices, earning wages while learning. The model has proven highly successful in addressing local healthcare shortages, improving job quality, and providing accessible entry points into family-supporting careers.

Additionally, ECW's investments in career coaching and work readiness training have expanded access for rural residents in Crook, Jefferson, and Wasco counties—many of whom previously lacked proximity to training providers. These efforts have helped individuals navigate childcare, transportation, and scheduling barriers to fully participate in the workforce.

Looking Ahead

As Prosperity 10,000 enters its final year of funding, East Cascades Works remains focused on sustainability—ensuring that the apprenticeship and healthcare training models developed under this initiative can continue to serve as cornerstones of the region's workforce system. ECW's work shows how strategic investments in training and employer partnerships can lead to durable, high-quality jobs that strengthen both individuals and communities.



Successes

in Crook, Deschutes, Gilliam, Hood River, Jefferson, Klamath, Lake, Sherman, Wasco, and Wheeler counties

In Central Oregon, East Cascades Works partners with [COIC](#) to serve youth, adults and businesses. COIC applied for funding from the first round of Future Ready to secure a sprinter van to better serve our more rural portions of Jefferson, Crook and Deschutes Counties. They prevailed in the competitive procurement and created the Mobile Employment Resource Van (MERV) which they branded as a mobile WorkSource Oregon Center. EC Works then used our P10K funding to support the staffing of MERV to ensure services were more broadly available.

COIC began offering WorkSource services using MERV in La Pine in July 2024, expanding to Prineville and Madras in August, and further extending to Warm Springs and Sisters in April 2025. MERV visits each community twice per month, and in our first year, we served approximately 300 participants!



Mobile Employment Resource Van – Deschutes, Jefferson, Klamath Counties and Confederated Tribes of Warm Springs

Their MERV schedules align with other community partners and nonprofit agencies that provide wraparound services such as mental health, healthcare, food access, and veteran support—enhancing service coordination and accessibility for job seekers. Additionally, MERV has supported Rapid Response Information Sessions for dislocated workers at sites such as Erickson's Thriftway in Madras and Owens Corning in Prineville.

Beyond our regular schedule, MERV has also participated in community events, job fairs, and parades, continuing to promote the full range of WorkSource services available to both job seekers and employers. We've even had business owners visit MERV to learn how WorkSource can support their recruitment needs and help them find qualified local talent.

Mattress Recycling – Klamath County

Klamath Works, EC Work's partner serving both Klamath and Lake counties, uses an innovative and environmentally friendly social purpose business to help prepare people for work. They used their P10K funding to support subsidized Work Experiences in their mattress recycling program. Participants learn to [disassemble the mattress](#) and how to use the [baler machine to condense the steel from springs](#) to cubes for sale (link to video). The recycled wood from box springs is reused to make planters and furniture by one of the other work crew members. The closely supervised nature of this work allows the clients to learn work readiness skills, receive mentorship and guidance from a Klamath Works staff member to assist with job searching, and increase their ability to retain permanent employment after the work experience is completed.

Klamath Works is one of the 3 mattress recyclers in the state of Oregon. Mattresses create many problems in landfills because they take up lots of space, they do not compress, they create tipping hazards for equipment, and they do not decompose. The mattress recycling program is incredible because 85% of a mattress is recyclable. This is a huge reduction in the amount of waste entering our landfills. The recycling process is highly labor intensive and is an ideal training program for job seeker customers as well as playing a big role in cleaning up our environment. This is a paid employment opportunity for participants while they are gaining valuable work skills.



Snapshot

The Eastern Oregon Workforce Board (EOWB) has leveraged Prosperity 10,000 funds to create opportunity across one of Oregon's most rural and geographically diverse regions. EOWB's investments are designed to connect residents to sustainable, family-supporting employment while addressing critical workforce shortages in frontier and agricultural communities.

Through collaboration with Treasure Valley Community College, Blue Mountain Community College, local school districts, and regional employers, EOWB has helped individuals earn credentials, gain experience, and find stable jobs close to home. Prosperity 10,000's flexibility has been especially important in this region, where limited access to training providers and long travel distances often create barriers to the success of traditional workforce programs.

Key Outcomes

- 574 participants enrolled in Prosperity 10,000 funded programs.
- 465 employed.
- 505 are employed making more than \$17 per hour.
- 81% successfully complete the program.
- Successful partnerships with a variety of employers and industries, including the healthcare, and transportation sectors.
- Over 20+ participants received upskilling credentials - for example: CNA to LPN.

Innovations and Impact

EOWB continues to expand partnerships with employers, and education training providers to build career pathways into high-wage high-demand jobs. These efforts not only prepare individuals for in-demand jobs and help to increase individual self-sufficiency across Eastern Oregon.

Increased partnerships with regional Commercial Drivers License (CDL) training providers has provided scholarships and on-the-job training for displaced workers and young adults seeking careers in transportation. This initiative has improved access to high-wage employment while supporting the state's broader infrastructure and logistics workforce needs.

Success Story: From CNA to Nurse

One Prosperity 10K participant began her career as a Certified Nursing Assistant (CNA) but struggled to advance due to tuition costs and scheduling barriers. With Prosperity 10,000 funding, she received tuition assistance and flexible scheduling support that allowed her to complete her Licensed Practical Nurse (LPN) credential. She now earns \$27 per hour at a local hospital and serves as a mentor for new CNAs entering the field.

Looking Ahead

The Eastern Oregon Workforce Board is building on its Prosperity 10,000 successes by continuing to expand and improve access to workforce development services beyond the current funding window. By helping more Eastern Oregon residents become aware of workforce development services, and improving the quality of services, EOWB continues to demonstrate how workforce innovation can thrive even in Oregon's most remote communities.



Successes

in Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa counties

Community & Economic Impact

By adding Prosperity 10k funds to already successful Workforce Innovation Opportunity Act (WIOA) programs, EOWB and its service providers are able to serve even more of the region's most disadvantaged populations.

Category:

1. Basic Skills – 515 participants

Services include:

- Assessment of Skill Level and Service Needs
- Career Guidance
- Individual Employment Plan
- Job Search Assistance (Staff-Assisted)
- Workforce Preparation
- Financial Literacy
- Leadership Development (Youth)
- Case Management (Youth)
- Mentoring (Youth)
- Work Readiness / Life Skills (Youth)

2. Work-Based Training – 114 participants

Services include:

- Internships
- Work Experience
- On-the-Job Training

3. Training and Education – 188 participants

Services include:

- Occupational Skills Training

4. Secondary Education – 58 participants

Services include:

- GED Preparation/Completion
- High School Diploma

Impact in Action

Participants Served: 638

Total Number of Services Provided: 5,343



Lane Workforce Partnership (LWP) continues to use Prosperity 10,000 funds to build stronger connections between education, training, and employment across Lane County. The board's investments this year have focused on helping both youth and adults gain real-world experience, industry credentials, and access to family-wage jobs—particularly in transportation, healthcare, and construction.

With Prosperity 10,000 funding, LWP supported two major efforts: the Youth Work-Based Learning Program and the Road Ready CDL Training initiative. Together, these programs have given job seekers at all stages of their careers the opportunity to explore high-demand occupations, gain confidence, and transition into long-term employment.

Key Outcomes

- 589 participants enrolled in Prosperity 10,000-funded programs.
- 459 employed.
- 518 are employed making more than \$17 per hour.
- 55% successfully complete the program.
- Transportation Sector Partnership strengthened employer engagement in CDL hiring.

Innovation and Expansion

Prosperity 10,000 allowed Lane Workforce Partnership to expand its engagement with employers, particularly in the transportation and healthcare sectors. Funds supported the creation of career pathway maps for construction and healthcare occupations, helping local job seekers visualize advancement opportunities and guiding youth toward sustainable career choices.

Success Story: Building Confidence Through Experience

A high school student from Springfield joined the Youth Work-Based Learning Program after struggling to find a first job. Through a paid placement at a local construction firm, she learned technical skills, time management, and teamwork. Her supervisor described her as one of the most motivated youth participants they've seen. At the end of her placement, she was offered part-time employment while completing her senior year—a direct example of how early exposure builds confidence and opportunity.

Looking Ahead

Lane Workforce Partnership's continued focus on employer engagement and industry-specific training ensures that Prosperity 10,000 investments will have long-lasting benefits for both job seekers and businesses. The board's model—blending youth development, targeted training, and sector collaboration—shows how workforce innovation can create pathways to self-sufficiency and help strengthen Lane County's economic future.



Successes in Lane County

Youth Work Based Learning

Last year, 26 local youth gained real-world experience through 32 paid work-based learning placements. These opportunities connected young people with employers across Lane County, helping them explore career paths, build confidence, and earn a paycheck while learning valuable skills. By investing more than 20 percent of youth funds in hands-on learning, Lane Workforce Partnership is helping young people take their first steps toward lasting careers and strengthening the local talent pipeline for our community's future.

Road Ready program

Lane Workforce Partnership also used P10K funding to help adults and dislocated workers gain the skills and credentials needed to step directly into high-demand careers. This funding, paired with WIOA resources, supported Commercial Driver's License (CDL) training for 33 participants. Participants are on track to complete training and transition into family-wage jobs in the transportation sector, helping strengthen Lane County's workforce and expand the pool of qualified talent for local employers.

Innovation and expansion

P10K funding allowed LWP staff to continue to expand our reach and engagement in the community. Funding was used to expand the engagement of the transportation sector businesses in the continued work of the Transportation Sector Partnership, a critical group that supported the CDL training participants gaining employment. It also funded work that helped develop career pathway maps for two critical sectors – construction and healthcare occupations, supporting the next step for youth work based learning.

Lane Workforce Partnership Future Ready Oregon/Prosperity 10K Award Summary \$1,279,736.60 Awarded to 16 Businesses/Organizations



Customized Training Awards

| Applicant Name | Industry Sector | Name of Training | Amount Funded | # of Trainees |
|---|-----------------|--------------------------|---------------|---------------|
| Babb/Delta Construction | Construction/Ag | Heavy Equipment/Concrete | \$75,000 | 10 |
| RiverBend Materials | Construction/Ag | CDL | \$24,000 | 12 |
| Pearl Buck Center | Healthcare | Job Coach Training | \$53,760 | 38 |
| Catholic Community Services/Lane Cabinets | Manufacturing | Cabinet Manufacturing | \$75,000 | 56 |
| Gheen Irrigation Works | Manufacturing | Robotic Welding | \$22,450 | 10 |
| Tripp N Transports | Transportation | CDL | \$5,053 | 1 |
| Tyres Oil | Transportation | CDL | \$53,000 | 4 |



Industry-Wide Training Awards

| Applicant Name | Industry Sector | Name of Training | Amount Funded | # of Trainees |
|----------------------------------|-------------------|-----------------------------------|---------------|---------------|
| Lane ESD | Construction | Constructing a Brighter Future | \$41,150 | 19 |
| OMEF | Cross Sectors | Smart Talent | \$50,000 | 8 Employers |
| Onward | Cross Sectors | RISE Leadership Training | \$49,928 | 40 |
| Springfield Chamber | Cross Sectors | Essential Skills Trainer Training | \$44,686 | 40 Employers |
| Season to Taste (Eugene's Table) | Food and Beverage | Growing People Program | \$30,000 | 24 |
| TAO | Technology | Organizational Well Being | \$50,000 | TBD |

Additional \$705,709.60 Future Ready Oregon/Prosperity 10K Awards:

- Training and OJT's - WorkSource Oregon Lane (\$395,000)
- Youth Transportation and Spark Lab Springfield (\$150,000)
- SNAP/STEP Customer Support Services (\$125,000)
- Dell Hubs - WorkSource Oregon Lane (\$55,709.60)



Northwest Oregon Works (NOW) continued to deliver Prosperity 10,000-funded services across five counties—Clatsop, Tillamook, Lincoln, Benton, and Columbia— helping residents gain the skills and credentials needed for Oregon’s in-demand industries. Partnering with Equus Workforce Solutions, NOW used P10K funds to address overlapping barriers faced by job seekers, particularly older workers, women, veterans, and individuals with justice involvement or disabilities.

Key Outcomes

- 411 participants enrolled.
- 345 employed.
- 296 are employed making more than \$17 per hour.
- 58% successfully complete the program.
- High participation among older workers, veterans, and justice-involved individuals.
- Over \$2,500 in tuition and OJT reimbursement available per participant.

Innovations and Impact

P10K enabled Equus to reimburse employers up to \$2,500 for On-the-Job Training and pay up to \$2,500 in tuition for Individual Training Accounts. Support services also addressed critical barriers such as transportation, job clothing, and housing instability.



I'm Thomas Miller -
[Hear my story here.](#)

Successes

in Benton, Clatsop, Columbia, Lincoln, and Tillamook counties



Jason Stewart – From Public Service to New Horizons

After nearly two decades working in wastewater treatment, Jason Stewart wanted a new challenge but lacked the training funds to earn his Commercial Driver's License. Through Prosperity 10,000 and Equus Workforce Solutions, he received tuition assistance, fuel support, and job placement help. Jason completed his CDL training and earned an immediate promotion and pay increase at Pacific City Joint Water Sanitary Authority. "I didn't just get a license," Jason shared. "I gained freedom, stability, and confidence that my career still has room to grow."

Maria Lopez – A Local Pathway to Healthcare

Maria Lopez, a single mother from Tillamook, had long wanted a career in healthcare but couldn't afford tuition or childcare. With Prosperity 10,000 support, she enrolled in a Medical Assistant training program at Tillamook Bay Community College. Childcare vouchers and transportation stipends made it possible for her to complete the program, and she is now employed full-time at Adventist Health. "For the first time," she said, "I don't need public assistance. I have a stable job and my kids see me proud of what I do."

Jess Bain – Rebuilding Through Work

Jess Bain came to Prosperity 10,000 after incarceration, determined to rebuild his life. He worked with an Equus career coach who helped him access training, transportation support, and mentorship. Jess completed his CDL program and was hired by Zwold Transport, where he now drives full-time and is saving for retirement. "These programs serve a genuine need," he said. "They gave me a second chance—and I'm making it count."

These stories reflect the true impact of Prosperity 10,000 across Oregon's North Coast and Mid-Valley—where flexible funding, local partnerships, and community trust are opening doors to quality jobs for people of all backgrounds.



Jess Bain





Snapshot

The Rogue Workforce Partnership (RWP) has continued to use Prosperity 10,000 investments to help Southern Oregon residents access the education, training, and supports they need to achieve long-term stability and success. Working in close collaboration with local employers, community colleges, and service providers, RWP has focused on expanding opportunities in healthcare, construction, and advanced manufacturing—industries that anchor the region's economy and provide pathways to quality jobs.

Prosperity 10,000 funding has enabled RWP to provide individualized coaching, tuition support, and barrier-removal services such as transportation and childcare assistance. The flexibility of the initiative has allowed staff to meet participants where they are, ensuring that individuals who have historically faced barriers—such as justice involvement, rural isolation, or disability—can fully participate in the workforce.

Key Outcomes

- 741 participants enrolled.
- 570 employed.
- 607 are employed making more than \$17 per hour.
- 90% successfully complete the program.
- Healthcare and construction apprenticeships achieved 83% completion rate.
- Digital literacy and employability workshops improved job readiness for reentry participants.
- 100% of completers received ongoing career coaching or follow-up support.

Innovations and Impact

RWP's Prosperity investments have strengthened employer partnerships and created new opportunities for skill development. The board partnered with Rogue Community College and local healthcare providers to deliver fast-track CNA and phlebotomy training, filling urgent workforce shortages. In construction, Prosperity funds supported paid work experiences and on-the-job training for participants entering apprenticeship pathways.

RWP also invested in digital literacy and employability workshops for job seekers reentering the workforce, ensuring that participants had both the technical and soft skills necessary to succeed in today's labor market.

Success Story: From Reentry to Stability

A participant returning to the community after incarceration enrolled in RWP's Prosperity program seeking a new start. With the help of her career coach, she completed a short-term healthcare training program and secured employment as a medical assistant. She now earns \$25 per hour and mentors other justice-involved job seekers, helping them navigate their own reentry process.

Looking Ahead

Rogue Workforce Partnership remains committed to building a more inclusive and sustainable workforce system. As Prosperity 10,000 enters its final year, RWP is working with regional employers to sustain its healthcare and construction training initiatives through ongoing partnerships and local investment. The program's success in reconnecting residents to quality jobs has strengthened both families and businesses throughout Southern Oregon.



Successes

in Jackson and Josephine counties

Building Pathways and Removing Barriers in Southern Oregon

Through Prosperity 10K, Rogue Workforce Partnership puts public investment to work, helping 810 Southern Oregonians gain the skills, credentials, and employer connections needed to enter and advance in high-demand industries.

Trades and Pre-Apprenticeship Pathways: Crater Lake Electrical

RWP selected Crater Lake Electrical to design and implement a new pre-apprenticeship program that expanded regional access to construction and trades careers. The program served 51 participants and was built on the Multi-Craft Core Curriculum, providing a comprehensive introduction to multiple trades and delivering OSHA-10, First Aid/CPR, and Flagger credentials. In partnership with RWP's adult and youth providers, participants received career coaching to map next steps into employment or further training. Employers were embedded throughout, speaking in classes, attending graduations, and conducting on-site interviews, which accelerated placement and helped many participants move directly into apprenticeships, continued work-based learning in the trades, or direct employment.

Turning Second Chances into Careers: Golden Rule Re-Entry

Golden Rule Re-Entry brings experience supporting justice-involved individuals and women re-entering the workforce. The organization delivers a holistic, wraparound approach designed to provide stability and long-term success for people transitioning out of incarceration. A cornerstone is meaningful, skill-building work experience that connects training directly to employment. Through Prosperity 10K, participants have accessed pre-trades training via Southern Oregon Builds, and paid work experiences, where they gain hands-on renovation experience and apply classroom training in real-world settings. In partnership with Reavis Renovations, participants help renovate a property that will provide safe housing for future cohorts. One participant discovered a strong interest in plumbing and is preparing to enter that field. Comprehensive supports, including transportation, childcare, technology access, and weekly personal-development workshops focused on financial literacy, communication, and workplace readiness, help participants complete their program successfully and transition into employment.

Healthcare Pipeline Innovation: Valley Immediate Care

Valley Immediate Care addresses a critical healthcare shortage by delivering Oregon's only Limited X-Ray Technician training, creating a direct pathway from classroom to employment with the same provider. The program offers an intensive three-month sequence that combines industry-aligned coursework with hands-on learning. Trainees practice on an actual X-ray machine in the classroom to build competency and confidence before entering patient settings. An internship follows for every graduate, placing participants in Valley Immediate Care clinics to apply their skills in real workflows. Throughout training and the internship, instructional staff provide continuous one-on-one support and extra study sessions focused on state exam preparation, helping participants earn both temporary and permanent licensure. Thirty-seven participants have accessed training in the classroom and clinical components, and graduates from the first two cohorts hold permanent licensure and full-time employment with Valley Immediate Care, establishing a durable regional pipeline that advances incumbent talent and fills hard-to-staff imaging roles.

Youth Programming: Southern Oregon Youth Works and Project Youth+

RWP's youth service providers specialize in supporting opportunity youth to overcome barriers to education and employment through career coaching, training, employment services, and wraparound supports. Through P10K, these programs have served 168 young people to date, with career coaching, work readiness, and training in healthcare, transportation, precision production, and construction trades. Supports include transportation assistance, training materials, and limited rental assistance to stabilize housing during training. This commitment to removing barriers, paired with focused training in work readiness and soft skills, is instrumental in helping participants complete their programs and transition into employment.

Adult Programming: Oregon Employment Department

The Oregon Employment Department delivers adult career and training services focused on individuals facing the greatest barriers to employment. The team provides career coaching, job placement, paid work experiences, on-the-job training, and access to occupational training in high-demand fields. To date RWP's adult provider has served 547 adults from priority populations, offering individualized coaching, mentorship, and training across healthcare, transportation, and construction. As one participant shared, they accessed a paid work experience program to "rebuild my confidence to remember who I am and what I am capable of."

Across RWP's Prosperity 10K projects, RWP's approach combines sector partnerships, individualized coaching, and barrier-removal supports to turn short-term training into long-term success. These efforts strengthen the regional workforce system and demonstrate how targeted, flexible investment produces measurable results for both people and employers. "We saw people move from homelessness to family-wage jobs in weeks, not months," notes a regional program lead. "That's what Prosperity 10K makes possible."





Snapshot

The Southwestern Oregon Workforce Investment Board (SOWIB) continues to maximize the impact of Prosperity 10,000 funding by strengthening local training pipelines and connecting job seekers to high-demand, high-wage careers across Coos, Curry, and Douglas counties. SOWIB's Prosperity investments have expanded access to healthcare, manufacturing, and education training opportunities—while addressing persistent barriers such as transportation, childcare, and rural isolation.

Prosperity 10,000 has helped SOWIB enhance existing programs and launch innovative partnerships with local schools, colleges, and employers to create clear pathways from education to employment. The board's work emphasizes both economic mobility and long-term regional growth by ensuring that rural residents have access to the same opportunities as those in urban areas.

Key Outcomes

- 392 participants enrolled.
- 298 employed.
- 270 are employed making more than \$17 per hour.
- 72% successfully complete the program.
- Healthcare Career Accelerator launched with Southwestern Oregon Community College to expand Certified Nursing Assistant (CNA) and Medical Assistant training.
- Work-Based Learning Initiative connected high school and community college students to paid internships in advanced manufacturing.
- Career Pathways Partnership aligned local training programs with employer demand, ensuring job placement upon completion.

Innovations and Impact

SOWIB's Prosperity funding supported several key initiatives:

- A Healthcare Career Accelerator with Southwestern Oregon Community College, providing Certified Nursing Assistant (CNA) and Medical Assistant training to meet regional healthcare needs.
- A Work-Based Learning Initiative connecting high school and community college students to paid internships in advanced manufacturing.
- Expansion of the Career Pathways Partnership, aligning training programs with employer demand to ensure that participants gain the technical and soft skills needed for immediate employment.

Success Story: A New Career in Healthcare

A single father from Coos Bay entered SOWIB's CNA program after losing his job in retail. With tuition, childcare, and transportation assistance funded by Prosperity 10,000, he completed his training and secured full-time employment at Bay Area Hospital. Today, he earns \$23 per hour with benefits and plans to continue his education toward an RN credential.

Looking Ahead

SOWIB's investments are building a more resilient and inclusive workforce system in Southwest Oregon. The board plans to continue expanding healthcare and technical training options while deepening employer engagement to ensure participants transition into family-wage employment. Through these efforts, Prosperity 10,000 continues to drive measurable progress in both community well-being and economic vitality across the region.



Successes

in Coos, Curry, and Douglas counties



Apprenticeship (Southwestern Oregon Workforce Investment Board)

Southwestern Oregon Workforce Investment Board is utilizing funds in support of our three Apprenticeship programs – Certified Medical Assistant, Early Childhood Education and Surgical Technicians. Funds have been utilized for 48 individuals to provide wraparound support services needed for participation in the apprenticeship program as well as testing fees needed for certification. Funds assist our customers in obtaining training (while they earn) and assist businesses in obtaining the skilled workforce needed in these demand occupations.

Rebecca's Story

After walking away from a 20+ year career in veterinary medicine and facing unexpected unemployment during the later stages of COVID, Rebecca found herself at a personal and professional crossroads. As a single parent and sole provider, returning to school seemed impossible—until she discovered the Early Childhood Apprenticeship Program through the career center. This program not only offered financial support for her

education but also placed her in a paid position with Head Start. Rebecca found it to be “truly life-changing”. With no prior teaching experience, she’s since excelled in her role, advanced at work within six months, and earned a full scholarship to pursue her bachelor’s degree. She is now two semesters in and actively exploring a master’s program. This apprenticeship didn’t just give her a career—it gave her “confidence, purpose, and a future I never thought possible”.

Occupational Skills Training (Southwestern Oregon Workforce Investment Board)

Tuition assistance has been provided to 176 individuals – primary programs of completion include: Registered Nurses, Certified Nursing Assistants, Commercial Truck Driving, Dental Assistants and Community Health Workers. In total to date, 135 individuals have obtained their credentials and over \$700K has been paid out in tuition assistance.





Willamette Workforce Partnership (WWP) received \$3.57 million through Oregon's Future Ready Oregon initiative as part of the Prosperity 10,000 (P10K) program. These funds expanded access to training and employment for individuals across the Mid-Valley, particularly those facing barriers such as limited English proficiency, justice involvement, or transportation challenges.

WWP's project has served 895 participants, helping them gain credentials and secure quality employment. More than 660 individuals completed training, and 429 found jobs in construction, healthcare, welding, and commercial driving.

Key Outcomes

- 900 participants served (out of 1,157 planned).
- 465 participants received vocational training, with a 90% employment rate among CDL and Community Health Worker graduates.
- 430 engaged in community career services, with 292 completing programs.
- 17 Early Learning Apprentices completed their programs with 100% employment.
- Over 200 individuals accessed the LUCAS workforce platform connecting 40 organizations.
- 660 participants completed training; 429 gained employment.
- 90% employment rate in CDL and Community Health Worker training programs.
- Average wage: \$23 per hour.

Innovations and Impact

WWP prioritized equity and regional collaboration while piloting innovative service delivery models. The LUCAS digital workforce platform remains a major success—improving access to training, events, and jobs for both participants and providers.

Looking Ahead

The Mid-Valley region continues to see strong outcomes in commercial driving and healthcare programs. WWP's community-driven approach demonstrates how flexible investment and regional collaboration can strengthen the state's workforce system.

LUCAS: The Latest in Mid-Valley Events, News & Workforce Resources

Most recent news

See all

SitePages
Staff-Assisted Job Listings October 3, 2025
Jenny Ma (Admin)
Edited Oct 6, 2025

SitePages
Welcome Back to LUCAS!
Jenny Ma (Admin)
Edited Oct 6, 2025

SitePages
Linn County Happenings
Jenny Ma (Admin)
Edited Oct 3, 2025

SitePages
Tutorial Hub
Jenny Ma (Admin)
Edited Oct 2, 2025



Successes

in Linn, Marion, Polk, and Yamhill counties

Willamette Workforce Partnership received \$3.57 million through Oregon's Future Ready initiative as part of the Prosperity 10,000 program. These funds were used to expand access to training and employment for people across the Mid-Valley. The project is now 75 percent complete and has already served 895 people out of the 1,157 planned. A total of 660 people have finished training, and 429 have secured employment.

This effort is focused on helping people gain skills in high-demand fields such as construction, healthcare, welding, and commercial driving. It also reaches communities that often face barriers to employment, including rural residents, people with criminal records, and individuals who speak English as a second language.

Four principles guide this work. The first is to try new ways of providing training and career services. The second is to connect successful pilots to the larger federal workforce system. The third is to reach people who are not already receiving workforce support. The fourth is to spread investments across several industries to reduce risk and learn from different approaches.

Vocational Training received \$2.18 million, which represents 61 percent of the total budget. This funding supported training in commercial driving, construction, welding, and healthcare. Of the 557 participants who were expected to enroll, 465 have joined, and 368 have completed training. Employment rates for early programs such as CDL and community health worker training are above 90 percent once follow-up data is collected.

Community Career Services received \$1.24 million, or 35 percent of the total budget. These programs use culturally specific workforce coaches who help people with language barriers, criminal backgrounds, and other challenges that make it hard to access employment. So far, 430 people have participated, with 292 completing the program.

Leadership and Supervisory Training received \$150,000, or 4 percent of the total budget. This effort helps incumbent workers gain skills for advancement. It has served 430 participants, and many are expected to see improved outcomes as updated wage data becomes available.

LUCAS, a digital workforce platform, connects over 200 users from 40 organizations. It simplifies access to job listings, events, and professional development opportunities. Although the cost of maintaining this system is modest, it improves coordination and reduces information gaps across workforce partners.

The Early Learning Apprenticeship Pilot received \$250,000, or 7 percent of the total budget. It launched the region's first early learning apprenticeship program. All 17 apprentices have completed training and are employed. The Future Ready Oregon project has met most of its key goals and continues to deliver strong results. The completion rate is high, and employment outcomes are improving as more data becomes available. The work has expanded job access for people who are often left out of traditional workforce systems. This project shows what can happen when flexible funding is used to meet local needs. It is helping people find good jobs, helping employers fill vital roles, and strengthening Oregon's workforce from the ground up.





Snapshot

Prosperity 10,000 funds were distributed to a variety of organizations in PY24, including community-based organizations and community colleges, to support programming designed to engage priority populations in workforce development programs. Fewer organizations received funds during PY24 than in prior years, as remaining funds continue to deplete and the end of the grant period is now a year out. Supported programs during PY24 included training scholarships and OJT's through area WorkSource Centers, career coaching toward careers in Tech, paid work experience for both adult and youth participants, and industry-supported training programs for medical admin, banking, and behavioral health. By funding a variety of organizations and programs (especially those which have a specific cultural or demographic focus), we can maximize our efforts in reaching the priority populations, including the goal of serving at least 50% women.

A new investment made with P10k funds in PY24 was for industry-specific training in Behavioral Health. Provided by the Peer Company (formerly Mental Health and Addiction Association of Oregon (MHAAO)), the program sought to enroll and train individuals for a credential as a Peer Support Specialist, while providing them a variety of soft skills and work readiness preparation. The program served 66 participants with 47 trained by the end of the year.

Because of the broad range of allowable services, flexibility of funding and the low barrier to access grant services, our P10k programming has had significant positive impact on the communities served in our region. Through PY24, the region has served over 2,300 individuals. Over 1,800 participants have obtained employment and average wages of those employed are approaching \$23/hr.

Outcomes / Highlights

| Measure | PY24 | Grant-to-Date |
|-------------------------------|---------|---------------|
| Enrolled Women | 60% | 51% |
| Successful Program Completion | 95% | 95% |
| Employment Rate | 67% | 77% |
| Wages > \$17/hour | 97% | 91% |
| Enrollment | 332 | 2,335 |
| Number Employed | 160 | 1,817 |
| Average Wages | \$22.61 | \$22.94 |



Successes

in Multnomah and Washington counties



When Anarais Corton Diaz arrived from Cuba to the United States in October 2023, she carried with her not just a suitcase, but the hope for a better future. Despite holding a Bachelor's degree in Elementary Education and nine years of experience as a teacher, Anarais spent nine months unemployed—unsure how to navigate job applications, lacking transportation, and unfamiliar with the resources available to her.

Her first job in the U.S. was as a janitor at an elementary school in Florida. Even then, being around children reminded her of her true calling. Determined to reclaim her career, she relocated to Oregon in search of opportunity. There, a friend introduced her to Worksystems' West Side Works program. This marked a turning point in Anarais' journey. She enrolled in West Side Works through Portland Community College (PCC), where she connected with a career coach who provided encouragement and mentorship.

PCC connected Anarais to a paid work experience at Kid's Zone Daycare. With strong supervisor and career coach support, she built confidence and quickly completed certifications needed for the next phase of her journey. This is all thanks to funding from P10K.

Anarais was hired directly from her paid work experience, standing out for her resilience and dedication. She is now a Teacher Aide, where she supports inclusive, high-quality preschool education.

With this strong foundation in place, Anarais is now working to validate her teaching degree and improve her English, with the goal of returning to the classroom as a public-school teacher. "The first step is always the hardest. But if you have a goal, believe in yourself, and accept support—you'll get there." Her journey shows how courage and the right support can turn uncertainty into opportunity.



Unlocking Opportunities:
An Assessment of the Oregon Prosperity 10,000 Program

Report to the Oregon Workforce Partnership

December 2024

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Unlocking Opportunities: An Assessment of the Oregon Prosperity 10,000 Program

Executive Summary

Prosperity 10,000 (P10K) is a workforce development program that was created in 2022 through the Oregon Legislature's passage of Senate Bill 1545, which created Future Ready Oregon. \$35 million in P10K funds were distributed to the state's nine Workforce Development Boards (WDBs), to be spent by 2026, overseen by the Oregon Higher Education Coordinating Commission (HECC).

This report was commissioned by the Oregon Workforce Partnership, a membership organization of local workforce development boards, in order to provide an independent assessment of how Prosperity 10,000 has been implemented and what impacts it has generated. Our research for this report focused on three questions:

- 1) Why was the Prosperity 10,000 (P10K) program created? What needs does the program fulfill?
- 2) How have local Workforce Development Boards utilized P10K funds?
- 3) What impacts has the P10K program generated?

We researched these questions through: semi-structured interviews with over 30 individuals, including state program officials, local workforce development board staff, and P10K provider staff; analysis of administrative data entered into the I-Trac database; and review of quarterly reports submitted to HECC.

Findings

- *P10K investments were critical in addressing pandemic-related workforce and community needs, but also long-term federal disinvestment from workforce development programs.*

The COVID-19 pandemic opened up the vulnerabilities in the workforce that were already building prior to the pandemic: employers facing difficulty finding the workers they needed; workers struggling to meet basic needs, especially around housing and child care; and long-term disinvestment in skills training and declining resources for workforce services.

- *Local Workforce Development Boards invested P10K funding into established and tested workforce programs, as well as innovative programs to reach underserved populations and community workforce needs.*

Around the state, Workforce Development Boards moved quickly to get P10K resources out to their provider networks in 2022, enabling them to ramp up their efforts to get jobseekers from priority populations trained and back to work. And at the same time, they used P10K to fund new approaches and expand and diversify their provider networks to reach underserved communities and populations.

- *P10K enabled workforce providers to serve individual jobseekers more effectively by reducing barriers to access and allowing more flexible, holistic service delivery, leading to successful outcomes.*

The flexibility of P10K resources is important in allowing providers to meet employers and jobseekers where they are, for example by layering on wraparound services to ensure individual success, or by crafting hiring and training partnerships more tailored to the needs of individuals and firms, in ways that WIOA resources alone do not permit.

- *P10K has been an important tool for strengthening the capacity of local workforce development organizations to respond and build collaborative partnerships to address the changing workforce needs of their communities.*

P10K funding has enabled WDBs to deepen and broaden the workforce service infrastructures in their regions, and support them to do what they do best: connect stakeholders, integrate resources and invest strategically for the success of jobseekers, employers and the community as a whole.

Conclusions

- *P10K has served an ongoing - not just a pandemic-era - need in Oregon's communities.*

P10K represented a generational investment in the state's workforce, but it would be a mistake to think of P10K as a "one shot" investment for which the need has gone away.

- *P10K has not just been about serving more individuals - but serving them more effectively and holistically.*

P10K has enabled thousands more Oregonians to get trained and connected to jobs and economic prosperity, but the key to the program's success is about how it enables the existing system to *work better* for both job seekers and employers.

- *P10K has strengthened local capacity to innovate and respond to changing regional economic and workforce development needs.*

P10K has demonstrated the important role that local Workforce Development Boards play as critical, on-the-ground leadership capacity for responding to the ever-changing workforce needs of individuals, businesses and communities.

I. Background

A. *What is Prosperity 10,000?*

Prosperity 10,000 (P10K) is a workforce development program that was created in 2022 through the Oregon Legislature's passage of Senate Bill 1545, which created Future Ready Oregon. P10K funds were appropriated to the Oregon Higher Education Coordinating Commission (HECC), which distributed them to the state's nine Workforce Development Boards (WDBs) based on the federal Workforce Innovation and Opportunity Act (WIOA) Title I formula. The legislature appropriated \$35 million in total - \$15m from Oregon General Fund, to be spent by June 2023; \$20m from American Rescue Plan Act (ARPA), to be spent by 2026.

According to HECC¹, the P10K program has the following objectives:

- Include at least 10,000 total individuals who participate in the program;
- Improve the capacity and responsiveness of the public workforce system;
- Ensure that services and benefits available through workforce programs are provided to individuals from Priority Populations;
- Provide increased access for Priority Populations to services and benefits available through workforce programs;
- Ensure that at least:
 - 50% of the individuals who participate in the program are women
 - 80% of the individuals who participate successfully complete the program
 - 75% (of unemployed/never employed) obtain employment
 - 75% (of unemployed/never employed) earn >\$17/hour.

B. *Report objectives*

¹ Future Ready Oregon 2023 annual report

This report was commissioned by the Oregon Workforce Partnership, a membership organization of local workforce development boards, in order to provide an independent assessment of how Prosperity 10,000 has been implemented and what impacts it has generated. As the P10K program is still being implemented, this report is not intended as a formal evaluation, but rather as an opportunity to highlight important themes and contributions of the program to date, as state legislators and agency officials weigh future state investments in workforce development.

II. Research goals, questions and approach

Our research for this report focused on three questions:

- 1) Why was the Prosperity 10,000 (P10K) program created? What needs does the program fulfill?
- 2) How have local Workforce Development Boards utilized P10K funds?
- 3) What impacts has the P10K program generated?

We sought to answer these questions through three sources of data:

- Semi-structured interviews with HECC staff (N=3), leadership and staff from all nine WDBs (N=18), and a sample of ten P10K providers throughout the state (N=12). Each interview lasted approximately 45-60 minutes, and was recorded, transcribed and thematically coded using a qualitative data analysis program. A list of interview questions is provided in the Appendix.
- P10K program data entered into the I-Trac database by P10K providers, which includes information on participant characteristics, program activities, and outcomes. Our analysis of this data was at the level of providers and WDBs, meaning that we did not analyze individual-level participant outcomes.
- Quarterly reports submitted by WDBs to HECC officials, which provided additional qualitative information about program activities, outcomes and challenges. In some cases, WDBs provided us with case study materials that they produced on P10K activities and outcomes.

III. Findings

A. Need for P10K

P10K investments were critical in addressing pandemic-related workforce and community needs, but also long-term federal disinvestment from workforce development programs.

The need for increased investment in workforce development has been recognized for some time. There were efforts to address workforce needs of communities initially realized for East Multnomah County by Oregon Representative Jeff Reardon and subsequently created a bill for Prosperity 1000. While this effort did not bear fruit, the underinvestment in workforce development, changes coming to Oregon workforce and their effect in urban as well as rural communities were long understood.

However, the COVID-19 pandemic brought new attention to the need for workforce development. As one WDB executive put it:

“(O)nce the pandemic hit, everything became a workforce issue. And I think there was this recognition like, wow, we have a whole system. There are people who have been trying to solve this. And so, I think there were a lot of eyes that opened up about workforce development in the early part of the pandemic.”
(WDB exec)

This took several forms:

Employers struggling to find workers. The pandemic brought acute labor shortages for employers across many industries, as many workers exited the labor force due to retirement, health concerns, or to care for children attending remote schooling. Even as pandemic conditions eased, workforce development officials were hearing from employers about the difficulty they faced finding qualified applicants:

“... (E)mployers were having a very difficult time finding skilled employees. And there are a lot of people who didn't have the skills that matched what employers were looking for. ” (WDB Staff)

Although this challenge impacted virtually all sectors, it exacerbated the shortages facing certain sectors like transportation. Across all workforce boards, the supply chain crisis of 2021/22 meant that there were more opportunities for commercial truck drivers. Industry across the state collaborated with Worksource Oregon to reach out to people who were interested in joining the workforce and trained them for Commercial truck drivers licence.

Un- and underemployed workers struggling to meet basic needs, especially housing. Many Oregonians, especially in service industries, lost their jobs during the pandemic, and even those who maintained their jobs were living paycheck to paycheck and risked losing their housing, especially once pandemic-era eviction moratoria were lifted. While all other social services were strained, there was a need for workforce programs that could allow people to get into short-term training and into jobs where they could get a living wage. But in some cases, housing insecurity or lack of access to affordable child care remained significant barriers to participating in training programs or showing up to a job.

Workforce segments facing new barriers. The pandemic introduced new strains and barriers for many workers and workforce segments, which posed challenges for workforce development providers to support them effectively in accessing and maintaining employment. For many adults, the pandemic brought mental and sometimes physical health challenges that required additional support, necessitating more sustained engagement by workforce provider staff.

“We have such an array of options and abilities. We have some veteran services programs that are specific. We have housing and support service programs for active, addicted customers who are dealing with, you know, homelessness, or who are trying to get into sober living, who are trying to

get connected with stability. And that's anywhere in their addiction process. It could be in recovery. It could be active. So we can serve depending on where they're at in different ways. Any barrier population that may have lost their job during Covid. We serve that on a separate grant and separate level as well.” (Lead, provider organization)

Young people who had been sequestered at home in remote learning during critical development periods faced challenges to adapt to the professional norms and expectations of the workplace.

“.....a class on just general professionalism. You know what expectations are in the workplace. Stay off your phone, show up prepared, show up on time that sort of thing, and then one on job interviews and a mock interview. After that they go and do 20 hours of service learning in our agency typically in our community connect program, but anywhere they can work with the supervisor where they get a chance to show that supervisor is the. You know this individual is work ready. And so after that 20 h, we have a good idea of whether or not the youth is going to show up on time or whether or not they're going to follow instructions. Well, basically, it gives us an extra chance to vet the youth before we send them out to go work for a business and represent us...” (Provider, career coach)

For lower-income and new immigrant populations, the rapid shift to online service delivery in the pandemic increased the need for laptops and Internet access to support training and job search activities. Programs that require participation of minoritized communities and youths have the main challenge of being sticky enough to engage participants for the full service cycle and cooperation.

Long-term effects of federal disinvestment. The acute nature of the pandemic simply reinforced the challenges that local Workforce Development Boards faced due to long-term declines in federal support. Although WDBs had become creative and entrepreneurial in expanding their resources (e.g., leveraging the federal “SNAP 50/50” program), the decline in federal support

through the Workforce Innovation and Opportunity Act was significant, as one WDB executive described:

“As a state, we've experienced a 50% decline in federal resources for workforce development over the past 12 years. So we used to get \$60 million as a state and now we get about 30. And the mandates just keep coming.”
(WDB exec)

This decline in resources meant that, even before the pandemic, local workforce professionals struggled to meet the demand adequately. One WDB staffer put it this way:

“Be really honest. When you have very low funding, which is what we did, we were kind of like, shoestringing it along and just barely making it, our providers didn't have enough staff to be able to staff the center as well as being able to go out and do the recruitments because people aren't coming to the centers like they were before.” (WDB staff)

In practice, declining WIOA resources meant that workforce boards have been forced to curtail their training activities and be more selective about who gets training. This has hampered innovation, as new demand in childcare, IT training and manufacturing training are often not addressed. Training tailored to specific community needs is difficult to organize due to the lack of commitment from state or federal agencies.

The pandemic has put additional strains on this limited funding base, both through cost pressures and the increased need for ancillary supports, as one WDB exec described:

“The cost per participant has increased extensively right now, just because of the level of barriers of people, but also people aren't willing to just go to training. It's not good enough to just pay for training anymore. You got to pay for training, supportive services and all the barrier reductions.” (WDB Exec)

While the acute pressures of the COVID-19 pandemic have abated to a significant extent, the chronic funding challenges faced by local WDBs

remain. The P10K program played a critical role in “surging” resources into the workforce investment system to help meet that acute need, while at the same time helping to revitalize a system under strain from long-term disinvestment.

B. How P10K has been used

Local Workforce Development Boards invested P10K funding into established and tested workforce programs, as well as innovative programs to reach underserved populations and community workforce needs.

The state’s nine WDBs each used their P10K funding in ways that reflected the needs of their communities. Four specific themes emerged from our analysis:

- *Boards put funding into established and tested programs.*

To a significant extent, local WDBs worked through their existing networks of providers and programs with a track record of performance and success. This was especially true in the first year of the program (2022/23), when boards were allocated \$15 million of General Fund monies that needed to be spent by the end of the fiscal year. The initial funding had to go out the door to communities quickly. This made it reasonable for WDBs to fortify their existing programs rather than try to stand up new programs. The additional resources from P10K enabled those providers to serve more jobseekers than they had been previously, and to offer more significant interventions, such as paying for workforce training programs, than they would have been able to otherwise. In this regard, the surge of P10K resources into the workforce system gave providers an unprecedented opportunity to increase capacity to address the needs facing job seekers who were newly unemployed and wanted to change careers but because of financial needs to pay bills, they were not able to join training programs. This enabled a variety of established programs to scale up.

For example, Worksystems prioritized “shoring up” the programs that they had a long relationship with, including the pre-apprenticeship programs which already had a lot of success in the previous year were able to benefit from better funding and support service. Similarly in the same region, “Driving Diversity” programs expanded in partnership with Waste Management and Rose City Hauling with Interstate Trucking as a training partner. The training allowed people to train regardless of their background to get the training with 80% placement rate.

Workforce boards exist as a collaborative entity between local industries, chamber of commerce, non profits, labor unions and community to fund the local workforce development, set local priorities and goals to meet local employment and skills demand. This made the nine workforce development boards a primary and preferred way to get the funds out to the needed communities. The existing partnerships allows funds to flow through the existing contract with flexibility that P10K funding offered. This type of existing relationship not only allowed funds to be rapidly deployed but also helped supplement existing programs that were already supporting people in the communities.

- *Boards funded needed wraparound services and supports.*

In addition to supporting traditional workforce development services such as career coaching, skills training, and on-the-job training, local WDBs used P10K funding to support “wraparound” services that addressed barriers to completing training or holding employment.

According to I-Trac reports, 26 percent of the direct spending by P10K providers statewide went to wraparound services, with 10% going to housing and rental assistance, 4% to transportation, and less than 1% to child care (Table 1). These kinds of wraparound services were very difficult to provide otherwise because of WIOA budget limitations and other service limitations. WDBs felt that this increased the participation rate and success of their jobseekers.

Table 1
P10K Provider Direct Spending by Category

| Category | Grand Total (\$) | Percentage |
|------------------------------|------------------|-------------|
| Tuition and fees assistance | 2,865,093 | 53% |
| On-the-job training (OJT) | 627,388 | 12% |
| Wages | 493,234 | 9% |
| Wrap around services - total | 1,373,402 | 26% |
| Residential assistance | 531,537 | 10% |
| Stipend | 280,000 | 5% |
| Transportation | 219,472 | 4% |
| Tools | 169,880 | 3% |
| Other services | 160,604 | 3% |
| Childcare | 11,909 | 0% |
| Grand Total | 5,359,119 | 100% |

Source: I-Trac

Across the board, some of the biggest support services funds have been spent on housing and rent payment. For example Southern Oregon Workforce Board not only paid housing costs for people in CDL training but also in some instances provided hotel costs and cost for mobile housing for the duration of CDL training. Allowing people who were homeless or at risk of being homeless to attend on demand training while providing wraparound services to ensure successful outcomes.

In other cases, training stipends were an important way to help individuals meet their household needs while they were participating in training programs.

- *Boards created innovative new programs and partnerships.*

Even while they invested in their existing workforce infrastructure, many WDBs took advantage of the flexible P10K resources to create innovative new programs and partnerships reflecting unique local labor market needs. These new programs were often developed in consultation with the local business community. Some examples, elaborated in [Appendix A](#), include:

- Dental assistant apprenticeship (Columbia River Gorge)
- Crane operator training (NW Oregon)
- Restaurant entrepreneurship training (NW Oregon)
- Pilot training for Afghan refugees (WWP)
- Expungement services (CWP).

In some cases P10K funded training programs that were not on the “Eligible Training Provider List” (ETPL) in their respective regions. Funding eligibility for non-ETPL training can mean a better service for participants and local industry to fulfill what is needed by the industry as well as individual career goals for job seekers. The non-conventional training may also include the service for individuals in conventional training but who needed higher support services in order to successfully complete it. Rent assistance and increased support service and stipend means that a significant number of people were successfully able to complete training and obtain employment (Reference ITRAC data).

Such industry-driven partnerships are pivotal to the mission of WDBs as it is the way they achieve their mission to address needs in the local economy. But partnership does cost as local business partners can provide and subsidize a lot of cost and requirement for training and employment while they are not able to fulfill the individual support service needs and be able to provide a culturally appropriate career coaching service.

An example of this is with Columbia Gorge Community College. By the time CGCC received P10K funding, Hood River county had already recovered to about 2.5% unemployment. The P10K funds thus were utilized for the Dental apprenticeship program because local providers were struggling to hire dental assistants. This type of hyper-local assessment of the local job market

could be only performed locally because of local employer connections that workforce boards and worksource offices possess.

- *Boards expanded and diversified their provider networks.*

P10K funding enabled local WDBs to expand and diversify their provider networks, bringing in new organizations to help them reach underserved priority populations. This includes communities of color, but also rural and frontier communities. Several boards ran RFP or RFQ processes leading into the second year of the P10K program starting in 2023, which was funded through the American Rescue Plan Act.

For example, Lane Workforce Board partnered with local industry partners (Lanz Cabinet) were able to partner with Catholic community services (new providers) to reach out to Latino skilled workers in the area. This allowed the diverse community to benefit from local industry while also shifting cultures and strategy within the industry to accommodate new cultures in the existing workforce.

The allocation of navigation funds allowed workforce boards to establish a network of navigators to do outreach. As one WDB described:

“navigator funds we were using, which are part of that (P10K) package. We're using different CBOs for those and primarily Hispanic CBOs that serve the Hispanic population because that's one of the larger populations in our region, that's very underserved. They don't often utilize workforce services, we're expanding into some new creative CBOs that we haven't worked with yet.” (WDB Exec)

Specially increased outreach from workforce professionals in the rural area helped increase participation from often out of reach communities. In the East Cascades Works region, the mobile van based services to rural communities helped not only make service visible but often helped communities to take benefits of workforce services. It has also supported

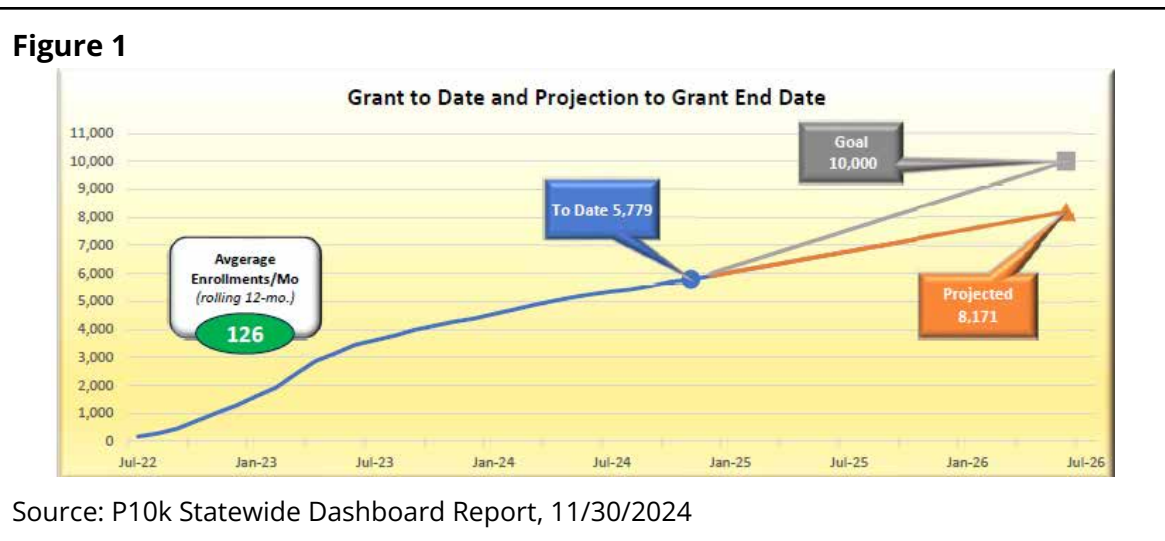
outreach for returning citizens by enhancing services in incarceration facilities.

Another new addition in the provider network was Ant Farm. The organization based in rural Clackamas County provides youth work experience. The P10K program helped Ant Farm to expand their internship program and also allowed them to conduct industry visits to the local manufacturing industry where youths learned about manufacturing jobs and helped create an interest in joining them. For others it provided a valuable work experience and income stream.

C. Impacts of P10K

- *Quantitative outcomes*

As indicated above in section 1.A, the Oregon Legislature established a set of quantitative and qualitative objectives for the P10K program. The quantitative indicators relate to: total number of program participants; the share of those participants who successfully complete their program and

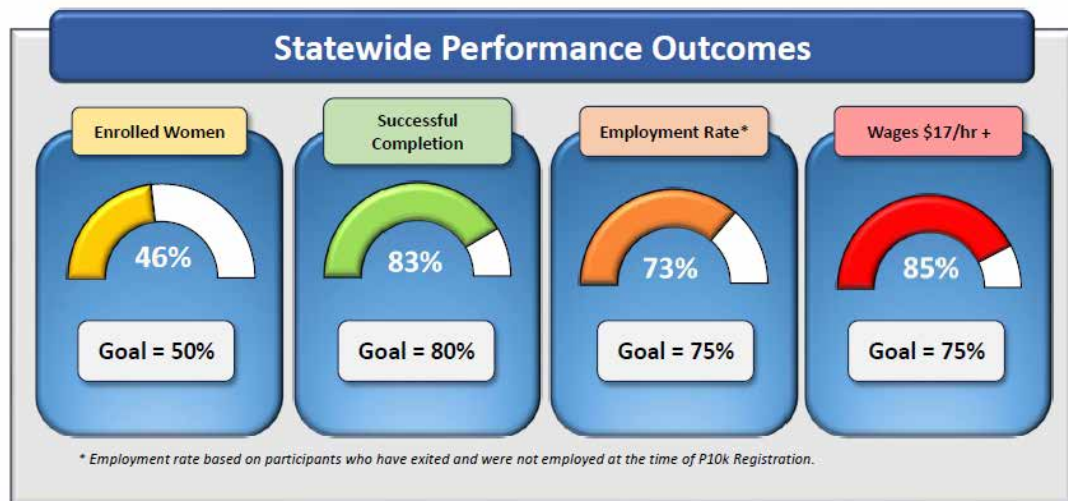


gain employment at wages of \$17 per hour or higher. Additionally, the share of program participants who identify as women.

Based on the most recent Statewide Dashboard Report produced from the I-Trac database, the P10K program is largely meeting its quantitative benchmarks.

- **Total participants:** According to the November 2024 statewide dashboard, a total of 5,779 individuals were enrolled in P10K-funded training and employment services (Figure 1). This figure does not include nearly 3,000 individuals who received services such as record expungement but were not formally enrolled via I-Trac. The current rate of enrollment has slowed significantly since the shift over to ARPA funds in 2023, and is projected to exceed 8,000 by the end of the performance period in 2026.
- **Completion, Employment and Wage Outcomes:** According to the most recent Dashboard figures, P10k providers around the state have exceeded the completion rate target (83%, compared to an 80% target); nearly reached the employment rate target (73%, compared to target); nearly reached the employment rate target (73%, compared to

Figure 2

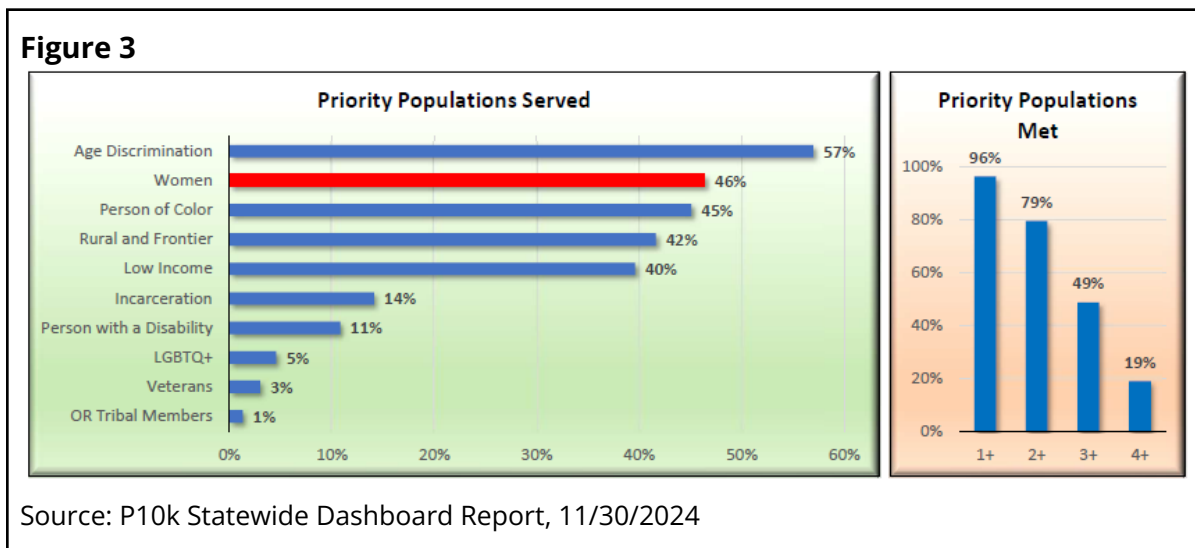


Source: P10k Statewide Dashboard Report, 11/30/2024

75%); and significantly exceeded the share of exiters exceeding \$17 per hour in wages (85%, compared to 75%) (Figure 2). Of the 3,954

employed individuals served through P10k, the average wage reported was \$21.00 per hour, with 66% of individuals receiving health or retirement benefits at their job.

- **Priority Populations:** Nearly all (96%) enrolled P10k participants aligned with at least one of the priority population categories established by HECC (Figure 3); nearly 80% aligned with two or more categories and half aligned with three. This includes nearly 57% within populations subject to age discrimination; and nearly half women (46%) and Black, Indigenous and People of Color (BIPOC) (45%). The women participant share is slightly below the 50% benchmark established by the Legislature; the BIPOC share well exceeds their representation in the Oregon population overall (29%)².



As important as these quantitative outcomes are, the purpose of this report is to address the qualitative objectives outlined above - in particular:

- Increase access to services and benefits for Priority Populations; and
- Improve the capacity and responsiveness of the public workforce system.

² US Census Bureau, American Community Survey 2023 1-Year Estimates

- Increase access to services and benefits

P10K enabled workforce providers to serve individual jobseekers more effectively by reducing barriers to access and allowing more flexible, holistic service delivery, leading to successful outcomes.

Reducing barriers to access. P10K enabled local workforce development providers to serve a wider range of people than they were before. The funding gave them the ability to remove barriers for people to participate and get results quickly. Due to funding restriction and unavailability for WIOA program enrollment may take several steps like getting an ID, showing proof of employment eligibility, and upon enrollment few more steps to access training dollars without much support service. P10K in the meanwhile did not have the same restriction and funds could be rapidly deployed for qualified training and support service that leads to their success.

“The barrier was being able to do something quick or in one place, in house, or say, I can take care of these things for, you don't have to go do these seven steps, and you know we can't. We could solve whatever was in front of you right now. So if you were stressing about losing your car or not having a place to sleep or this bill that was preventing you from going to work. We could you know, your utilities are done. So, what's the reason that you're not able to attend training tomorrow?” (WDB lead)

Other factors that reduced barriers were the relatively broad categories for priority populations, which meant that providers did not necessarily need to turn away as many jobseekers as other programs. And while providers are expected to meet post-program job placement and retention outcomes, they considered them less “high stakes” than WIOA performance measures, which have the effect of disincentivizing serving individuals with more barriers.

More holistic service delivery, improving the chance of success. P10K enabled workforce providers to address the needs of jobseekers more holistically, making it more likely that they would achieve success. They were able to

layer on housing, transportation and other assistance to help ensure that the existing participants complete what they were starting. This fostered collaboration between housing service providers and workforce service providers, as one WDB staffer put it:

“I came from a community action agency before this and what really struck me was how impactful a small amount of money made when you're pairing it with the workforce.” (WDB lead)

One example of improved outcomes for both career and housing was the CDL training program that Southern Oregon Workforce Board organized that focused on the unhoused population. Participants getting into CDL jobs were provided with motel vouchers and rent assistance which allowed them to better engage in training and get licenced to start the job, permanently mitigating the homelessness for an individual or a family.

“And we paid for a lot of housing to put people into truck driver training. Co-enrolled them. I co-enrolled them with or we had a big EDA grant that was doing truck drivers. And so you could take some of those living on the street in four to five weeks in a hotel. They had gone through truck driver training and they just went from homeless to \$65,000 a year with minimal investment. We did some rapid rehousing. We did a little bit of rental assistance.” (WDB lead)

The staff further elaborated that altogether 80 individuals who were housing insecure were able to get services from the program, resulting in a significant positive impact for the unhoused population in their community.

Such a success on individual outcomes were also affirmed by a HECC official:

“... qualitatively, we have a lot of examples of participants saying, but for that gas card or but for that housing stipend, I would not have been able to complete this program and through P10K, it is really the partnerships. I mean, you know this. The boards aren't actually the service providers in most cases, but it's through those regional partnerships and service providers

where qualitatively, we're hearing stories of success for individuals. It's that flexibility of funding that has made all of the difference in expanding the breadth of who can be served and what what can be paid for." HECC official

The ability to utilize wrap-around services also prove that increased support does allow workforce service providers to be more creative, and ensure participant success. This is demonstrated by both the number of people served and the quality of outcome they have generated.

- Improve system capacity and responsiveness

P10K has been an important tool for strengthening the capacity of local workforce development organizations to respond and build collaborative partnerships to address the changing workforce needs of their communities.

P10K funding has given WDBs the unique opportunity to both *deepen* and *broaden* the workforce service infrastructures in their regions. By giving them the flexibility to deploy resources in ways that meet the needs of their communities, P10K has supported local WDBs to do what they do best: connect stakeholders, integrate resources and invest strategically for the success of jobseekers, employers and the community as a whole. P10K funding has enabled them to collaborate with other local organizations that were not previously part of their provider networks.

In some cases, WDBs have provided technical support and project design to local organizations seeking funding directly from HECC through Future Ready Oregon (FRO) grant programs. Although there is some concern that FRO investments bypass the local WDB infrastructure, the boards can play an important integrative role at the regional scale:

"... the challenge and the opportunity is really in this sort of storming and norming around systems change and the alignment of the system, both recognizing and respecting regional differences while also elevating a statewide strategy. That both and how we're expanding the partners that

comprise the workforce system in a way that is integrating with the workforce system.” (HECC official)

One of the key systems outcomes of P10K has been to support regional capacity. Even if P10K funding does not continue in the future, it has been an important tool for relationship- and network-building within local areas, which will strengthen their ability to collaborate and respond to future challenges.

IV. Conclusions

Prosperity 10,000 (P10K) was a bold experiment in workforce investment on the part of the Oregon Legislature. By sending \$35 million to the state’s nine Workforce Development Boards (WDBs), the Legislature and the Higher Education Coordinating Commission (HECC) seized the moment of the COVID-19 pandemic to inject resources into a critical infrastructure for helping Oregonians get back to work, advance their careers, and strengthen the state’s economy. Nearly three years later, even as providers continue to use that funding to achieve the program’s goals, we can take stock of the impact that P10K has had.

P10K has served an ongoing - not just a pandemic-era - need in Oregon’s communities.

The pandemic served as a wakeup call for how important workforce development programs and institutions are in helping individuals succeed in the job market, and supporting businesses to find the workers they need. The acute labor shortages experienced in 2021 and 2022 helped to motivate the creation of the P10K program, but they were a manifestation of several long-run trends that preceded the pandemic, such as: private and public disinvestment in workforce skills and training; housing insecurity and unaffordability; and the inaccessibility of affordable, quality child care. The pandemic simply exacerbated these issues, while introducing novel workforce challenges and barriers for many priority populations.

In this context, P10K - and the Future Ready Oregon program overall - represented a generational investment in the state's workforce. But it would be a mistake to think of P10K as a "one shot" investment for which the need has gone away. Federal disinvestment in workforce programs over the years has made it very difficult for local workforce boards to meet the needs of their communities, a trend that is unlikely to change in the next four years. Without P10K, the ability of local workforce boards to meet the needs of communities across Oregon would be significantly weakened.

P10K has not just been about serving more individuals - but serving them more effectively and holistically.

The name - Prosperity 10,000 - points to a very straightforward impact of the program: thousands more Oregonians have gotten access to workforce services as a result of these legislative investments. Workforce boards and providers reported that P10K enabled them to break down barriers to access and serve more people than they ever could before - both because existing providers did not need to turn away people in ways they have been forced to in the past, and because they could invest in new capacity to reach underserved populations.

But P10K also did something important: it enabled workforce providers to serve their customers *better*, more effectively and holistically. The flexibility of P10K funds gave providers the ability to start where the need was - whether it was a jobseeker experiencing significant barriers to employment, or a business facing difficulty finding qualified workers. In many cases, workforce providers used P10K funding to layer on supports such as stipends and career coaching, and wraparound services such as transportation, housing or childcare, that were critical for individuals to successfully complete their WIOA-funded training program or retain a family-wage job. In other cases, it gave workforce providers the ability to develop innovative, customized training programs in collaboration with local businesses.

P10K has strengthened local capacity to innovate and respond to changing regional economic and workforce development needs.

The success of P10K reflects an important point about the roles that local Workforce Development Boards (WDBs) play in supporting Oregon's economic vitality. WDBs are much more than just administrative bodies for implementing Federal and State workforce programs; they are critical, on-the-ground leadership capacity for responding to the ever-changing workforce needs of individuals, businesses and communities. The P10K program has entrusted boards to invest those resources in ways that best reflect the needs of their communities, through a combination of established and innovative programs and providers that enable local workforce ecosystems to adapt and change over time. Oregon's economy benefits through these investments in regional workforce development capacity, and should be sustained into the future.

Appendices

- A) Examples of Innovative P10K-Funded Programs
- B) Full List of P10K Provider/Contractors
- C) Interview Protocols

Appendix A

Examples of Innovative P10K-Funded Programs

Gheen Irrigation (Lane Workforce Board)

When Gheen Irrigation upgraded their equipment and needed workers who were skilled in robotic welding, they could not hire anyone locally. They approached the Lane Workforce board and used some of the P10K funds to train their incumbent workers. Training was provided by the equipment manufacturer. This allowed Gheen irrigation to remain competitive and even expand their operation.

Ant Farm (Clackamas Workforce Partnership)

Ant Farm's youth work experience program in rural part of Clackamas county served youths to get workplace training and work experience with local employers. The bilingual component of the program helped Spanish speaking youth to take part in the program while also providing youths to visit local businesses and learn about manufacturing, Construction and IT professions. This also helped local businesses to hire locally and often address their workforce needs.

Bilingual EMT training (Willamette Workforce Partnership)

Willamette Workforce Partnership worked with local ambulance companies from the northern part of Marion County, specifically Woodburn, while other providers mentioned that they need more bilingual Emergency Medical Technicians (EMT). They funded a bilingual EMT program with Chemeketa Community College and with a community based organization. This allowed the trainees to become EMTs in the local areas while also getting interested in other healthcare programs and seeing a path to success.

Dental assistant apprenticeship (Columbia Gorge CC/East Cascades Works):

Columbia Gorge Community College (East Cascades) was approached by Community Health, a local medical, dental and mental health provider in Hood river and the Dalles. They were struggling to fill the dental assistant position locally and could not hire from other areas as well as the cost of living in the area was high. They partnered with Southwestern Oregon Workforce Board's Partner Allied health Crane operator training (NW Oregon). The program helped to train 6 medical

assistants with all but one graduate working locally. Then when the Dental Apprenticeship program was approved by BOLI, 4 people are on course to finish the program by October, 2024 and CGCC is also covering the cost of their radiology exam.

Driving Diversity CDL training (Worksystems inc): 28 participants, primarily women and people of color graduated from Driving Diversity CDL training from Interstate Trucking, a black owned CDL training institution. This program has been formed in partnership with local waste haulers. Successful participants are able to secure jobs among the waste hauling companies in the area. These are union jobs with full benefits and retirement and offer stable jobs to diverse communities which would otherwise have a hard time stepping their foot at the door.

Quick Start Semiconductor Training (Worksystems inc): Quick Start Semiconductor training is organized in partnership with Intel and intends to train people for entry level positions in semiconductor manufacturing. The sophistication of tools and processes makes it difficult especially for people of color to set foot in the semiconductor industry. This program provides stipend to the participants for completing the training in addition to interviews with local semiconductor manufacturers. Participants from various industries have benefited from this training to switch into manufacturing positions.

Restaurant entrepreneurship training (NW Oregon Works):

With the flexibility of P10K funding one of the several innovative training that Northwest Oregon WOrks did was cohorts of small business. Among one of them they did a restaurant entrepreneurship training that helped local food entrepreneurs to learn on establishing their own food business. Since the region is a major hub for visitors, the training helped folks in the region who are not going to community college or other institutions for other career track training to focus on their small business and entrepreneurship.

Crane operator training (NW Oregon Works):

WTC Marine, a local company in Astoria worked with the NW Oregon Workforce board to run a cohort of crane operators to work on a giant crane that they just

brought to serve large vessels. Program fulfilled the workforce needs of a local company while also helping them to expand their business and grow. Part of the trainees were incumbent workers from the company which also allowed them to hire less experienced staff from within the region.

Pilot training for Afghan refugees (WWP):

Salem for Refugees was provided funds to train a cohort of Afghan pilots who already had flying experience in Afghanistan to get used to language, and technology and also get their flying license. Six of the 7 participants who started the program were able to get their flying license.

Expungement services (Clackamas Workforce Partnership):

CWP worked with Clackamas Family and Community Connection to run an expungement clinic. Over 2000 people were able to take advantage to clean their record and be able to re-start their life in the communities. This opportunity not only allows returning citizens to expunge their records but also opens opportunities to get employment, training and stabilize their housing situation.

Appendix B

Prosperity 10,000 Service Providers

Metro

WSI

- Immigrant and Refugee Community Organization (IRCO)
- Central City Concern
- CSS Commercial (Administrative)
- New Avenues for Youth
- Creating IT futures/ COMPTia training
- Portland Community COLlege (PCC)
- Portland Opportunities Industrialization Center (POIC)
- SouthEast Works
- The Urban League
- Mount Hood Community College (MHCC)
- Latino network
- Human Solution/ Our Just Futures
- Interstate Trucking
- Depaul Industries (Administrative)
- FCCC (Administrative CONtract)

Clackamas

- Ant Farm
- Clackamas Community College
- Clackamas Family & Community Connections
- Oregon Manufacturing Extension Partnership, INC
- Immigrant and Refugee Community Organization (IRCO)

Coast

Northwest Oregon WDB

- Arbor Foundation DBA Equus Workforce Solutions
- Community Service Consortium

Valley/Mid-Willamette

WWC

- Chemeketa Community College
- CSC
- Demuniz
- INterface Network
- Medical Training Academy
- Micronesian Islander Community
- Mid-Willamette Valley Community Action Agency-DeMuniz
- Salem for Refugees
- South Coast Business

Lane

- Connected Lane County
- Lane County Health and Human Services
- Lane Workforce Partnership

Rogue

- Golden Rule Re-entry
- Project Youth Plus
- Valley Immediate Care
- Worksource Grant Pass
- Worksource Medford

Southern Oregon WDB

- Alternative Youth Activities
- South Coast Business - Coos Bay
- Southwestern Oregon Community College
- Southwestern Oregon Workforce Investment Board
- Umpqua Community College

Eastern

East Cascade Works

- Central Oregon Intergovernmental Council
- Columbia Gorge Community College
- Klamath Works

Eastern Oregon WDB

- Training and Employment Consortium

Appendix C

Interview questions

P10K state program officials

1. What was the context behind the legislation that authorized the Prosperity 10K program? What was the need for the program?
2. How are you working with local Workforce Development Boards (WDBs) to implement the P10K program?
3. Has the P10K program been successful in meeting its objectives?
4. What challenges or barriers have you observed in the implementation of the program?
5. How would you compare P10K with other programs funded through Future Ready Oregon? What is unique about it?
6. Do you see an ongoing need for a program like P10K in the future, or can other programs address those same needs?
7. What do you see as the most important information gaps for legislators and workforce decision-makers in understanding how the P10K program has been implemented so far?
8. Are there any other things that you think are important for us to know about the P10K program?

Workforce Development Board staff

1. What was the need for the Prosperity 10K program?
2. How has your Workforce Development Board utilized its P10K funding? What types of programs, populations and communities have you prioritized?
3. How would you compare P10K with other workforce programs or funding you oversee? What is different about it?
4. What successes has the program achieved?
5. What challenges or barriers have you experienced in the implementation of the program?
6. Do you see an ongoing need for a program like P10K in the future? What would happen if the program went away?
7. What do you think the most important “story” is about the P10K program that legislators and workforce development decisionmakers need to know about?

8. Are there any other things that you think are important for us to know about the P10K program?

P10K providers

1. Tell us about your organization and the range of services and populations/communities that it works in/with.
2. Why did your organization pursue P10K funding from the WDB? Did this funding support ongoing staff, programs or service delivery, or new programs?
3. To what extent has P10K funding been helpful in serving specific populations and/or addressing specific barriers to employment more effectively?
4. What successes has the program achieved?
5. What have been the main challenges in operating your P10K program?
6. Do you see an ongoing need for a program like P10K in the future? What would happen if the program went away?
7. What do you think the most important “story” is about the P10K program that legislators and workforce development decisionmakers need to know about?
8. Are there any other things that you think are important for us to know about the P10K program?





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