Board Member Guide
Table of Contents

Member Guide

- Welcome
- Governance
- Roles & Responsibilities
- Federal & State Connections
- The Public Workforce System – WorkSource Portland Metro
- Youth Investments
- Business Investments
- Getting Involved
- 2016 – 2020 Strategic Plan
- Committee & Taskforce Structure

Attachments

- Workforce Development Board By-Laws
- Consortium Agreement
- Code of Conduct/Conflict of Interest
**Governing Board**

Ted Wheeler  
*City of Portland Mayor*

Susheela Jayapal  
*Multnomah County Commissioner*

Roy Rogers  
*Washington County Commissioner*

**Officers**

James Paulson  
*Chair*

Travis Stovall  
*Vice-Chair*

Andrew McGough  
*Executive Director*

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Works systems is funded in part through the US Department of Labor. We are an equal opportunity employer. Auxiliary aids and services are available upon request to individuals with disabilities. To place a free relay call in Oregon dial 711.
Welcome to Worksystems, the Portland Metro Workforce Development Board

Worksystems, the Portland Metro Workforce Development Board (Worksystems) is a 501 (c) 3 not-for-profit organization that pursues and invests resources to improve the quality of the workforce in the City of Portland, Multnomah and Washington counties. Worksystems is a unique public/private partnership that brings together local elected officials, private sector leaders, public agencies, education, labor, and community-based organizations to understand and address regional workforce challenges and related community issues. Our mission is to “coordinate a regional workforce system that supports individual prosperity and business competitiveness.”

By design, Worksystems does not deliver direct services to job seekers or workers. Rather, we serve as a strategic convener, investor and broker to maximize regional resources and promote the most efficient, effective public workforce development system. In support of our mission and role, Worksystems:

- Develops and implements the region’s strategic workforce plan.
- Coordinates and oversees the local public workforce service delivery system - WorkSource Portland Metro.
- Develops solutions to meet local job seeker and employer needs.
- Invests in education, community-based and industry partners to improve the quality of the region’s workforce.
- Pursues resources to support, expand and enable best practices.
- Builds linkages between regional governments, business, labor, education and other leaders to enhance regional workforce, education and related policies, programs and services.
- Facilitates ways to rapidly identify critical workforce issues and implement innovative solutions.
- Conducts and disseminates workforce related research.
- Coordinates industry feedback and input.
- Aligns workforce development activities with regional business, economic development and education strategies.
- Evaluates program quality and outcomes.

There is no one-size-fits-all approach to building and sustaining the skilled workforce necessary to support a thriving community. It takes broad partnerships, creative thinking, smart policies and innovative solutions tailored to the specific workforce needs of people and businesses.

In this economy, every dollar counts. We pursue and manage resources to fund programs and build partnerships that help get and keep people working. We maximize our investments to build a workforce that meets the needs of key industry sectors and creates opportunity for those who need it most. To that end, we are especially focused on ensuring low-income and other underserved populations, including those receiving public assistance, those with low basic skills, and communities of color have the skills they need to fill emerging quality jobs. We are committed to building a public workforce system that is accessible and effective for all.

Our strongest asset is our network of partners. We bring together employers, labor groups, government, community colleges, high schools, community-based and economic development organizations, creating a network of collaborators you can’t find anywhere else. By working together, our economy grows, our pool of homegrown talent grows, and our competitive edge grows.


**Governance:**

Worksystems is authorized under the Federal Workforce Innovation and Opportunity Act of 2014 (WIOA) and is certified by the Governor to represent the region. The Mayor of the City of Portland and the Chairs of Multnomah and Washington Counties each assign an elected representative to oversee and serve on the Worksystems’ Board. The local elected officials appoint Worksystems Board members in accordance with WIOA Section 107 (b), the Governor, and the 2016 Amended Consortium Agreement.

The elected representatives also negotiate the Consortium Agreement that establishes the relationship between the jurisdictions and Worksystems. This intergovernmental agreement designates Worksystems as the area’s grant recipient and fiscal agent for certain federal and state workforce resources. The agreement also establishes Worksystems as the agency responsible for aligning, investing, and leveraging funds to coordinate the development of the region’s public workforce system and to evaluate the results. Worksystems is the only organization in the region designated to perform these functions.

### GOVERNING BOARD

**Purpose:**
- Negotiate the Consortium Agreement
- Approve and oversee the Regional Workforce Plan
- Appoint WDB Members
- Serve as liaison to City Council, County Commissions and other relevant groups

**Members:**
- City of Portland Mayor, Ted Wheeler
- Multnomah County Commissioner, Susheela Jayapal
- Washington County Commissioner, Roy Rogers

### WORKSYSTEMS, THE PORTLAND METRO WORKFORCE DEVELOPMENT BOARD

**Purpose:**
- Implement the Regional Workforce Plan
- Coordinate and oversee the region’s public workforce system—WorkSource Portland Metro
- Receive and administer regional Workforce Innovation and Opportunity Act resources
- Pursue and invest resources to build the system and improve the quality of the workforce
Both the State and federal law (WIOA) articulate expectations for the local Workforce Development Board and its members. Following is a summary of those roles and responsibilities:

### State Expectations

“The path forward requires bold partnerships among business, government, labor and the nonprofit sector. Oregon’s State and Local Workforce Investment Boards, which are organized as business-led partnerships, provide a “convening table” for labor, economic development, elected officials, education, workforce development and human service providers to create community-based solutions to today’s and tomorrow’s workforce challenges.” – Governor John Kitzhaber, 2015

Local Workforce Development Boards must assure:

- Oregonians have the skills they need to fill current and emerging high-wage, high-demand jobs.
- Employers have the skilled workforce they need to remain competitive and contribute to local prosperity.
- The workforce system is aligned, provides integrated services and makes efficient and effective use of resources to achieve better outcomes for businesses and job seekers.

This Executive Order also charges those state agencies that administer workforce programs to work with the State and Local Workforce Development Boards to align Oregon’s workforce system in light of reduced resources and the changing economy.

To that end, since June 30, 2015, all Local Workforce Development Boards have become neutral, independent brokers of workforce services, purchasing services from those equipped to deliver the best possible results.

In addition, Local Workforce Development Boards are required to:

- Better direct public workforce investments at the state and local level for talent development, job creation, income progression, business competitiveness, integrated service delivery and expanded opportunities for citizen prosperity;
- Use labor market intelligence to better align economic development, education and training, and workforce development investments and services for job seekers and businesses to efficiently address local labor market needs and statewide priorities;
- Expand private-public partnerships with an integrated workforce system to better meet the needs of communities and create solutions to address tomorrow’s workforce challenges.
- Partner with Regional Solutions Committees to identify and leverage opportunities to expand job creation and incent job growth; and
- Be accountable for workforce system outcomes.
Federal Requirements

Workforce Innovation and Opportunity Act (WIOA)

In addition to the State expectations, WIOA assigns the following roles and responsibilities:

- Develop the Local Workforce Plan.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker, leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective strategies (sectors), and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement Career Pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management and investment of workforce resources.
- Negotiate local performance measures.
- Select system operators and providers.
- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop system, known regionally as WorkSource Portland Metro.

Successful workforce board members:

- Bring their expertise and knowledge to the table
- Communicate the board’s purpose to the community at large
- Focus on strategic planning and setting goals and direction
- Stay abreast of local labor market and economic conditions; know emerging employer trends and important skill development needs
- Make informed decisions
- Actively participate and serve on task groups
- Attend meetings on a regular basis
Federal and State Connections

As a member of the Portland Metro Workforce Development Board you are joining a national network of approximately 500 local Workforce Boards with more than 12,000 business members.

**Federal Law**

**Workforce Innovation & Opportunity Act (WIOA)**

In July 30, 2014 Congress passed the Workforce Innovation and Opportunity Act (WIOA) to replace the Workforce Investment Act. The enactment of the WIOA seeks to revitalize and transform the public workforce system so that it reflects the realities of the 21\textsuperscript{st} century economy and meets the need of jobseekers, workers, and employers. WIOA affects more than a dozen programs receiving $10 billion in annual training and education funding and programs that serve approximately 20 million Americans each year.

To learn more about the Federal system, go to: [https://www.doleta.gov/](https://www.doleta.gov/)

The vision for WIOA and the Workforce System is spelled out by the Assistant Secretary of Labor as follows: WIOA, which supersedes the Workforce Investment Act of 1998, presents an extraordinary opportunity to improve job and career options for our nation’s workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

This revitalized workforce system will be characterized by three critical hallmarks of excellence:

- The needs of business and workers drive workforce solutions;
- One-Stop Centers (WorkSource Portland Metro Centers, locally) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

Across the system, continuous improvement is supported through evaluation, accountability, identification of best practices, and data driven decision making.

a) **The Needs of Businesses and Workers Drive Workforce Solutions:** Businesses inform and guide the workforce system and access skilled talent as they shape regional workforce investments and build a pipeline of skilled workers. This engagement includes leadership in the workforce system and active participation in the development and provision of education and training, work-based learning, career pathways, and industry sector partnerships. Jobseekers and workers, including those individuals with barriers to employment, such as individuals with disabilities, have the information and guidance to make informed decisions about training and careers, as well as access to the education, training and support services they need to compete in current and future labor markets.
The Oregon Workforce Investment Board (OWIB) is the overall advisory board to the Governor on workforce matters. Appointed by the Governor, the OWIB is made up of leaders representing private business, labor, community-based organizations, the legislature, local government, and state agencies. The majority of the 34 member board represent business.

The OWIB advises the Governor on workforce policy and plans, and contributes to the economic success of Oregon by:

- Aligning state workforce policy and resources with education and economic development;
- Promoting a proactive, flexible and innovative talent development system; and,
- Holding the workforce system accountable for results to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.

b) **One-Stop Centers (WorkSource Portland Metro) Provide Excellent Customer Service to Jobseekers, Workers and Employers and Focus on Continuous Improvement:**

One-Stop Centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. Additionally, One-Stop Centers enable employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce. Further, rigorous evaluations support continuous improvement of One-Stop Centers by identifying which strategies work better for different populations; states, local areas, and training providers remain accountable for performance; high-quality, integrated data informs policy maker, employer and jobseeker decision making; and training providers are accountable for performance.

c) **The Workforce System Supports Strong Regional Economies:** Meeting workforce needs is critical to economic growth. State and local workforce development boards align education and training investments to regional civic and economic growth strategies, ensuring that all jobseekers and businesses can access pathways to prosperity.

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**State Structure**

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- Holding the workforce system accountable for results to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.
One of the primary duties of the OWIB is to assist the Governor by developing a strategic plan for Oregon's workforce development system. This system provides a wealth of services including job placement and training for youth and adults, employment-related services for veterans, people with disabilities, migrant farm workers, limited English speakers and other Oregonians in need of special assistance. The system also serves employers by providing job listings and qualified applicants, as well as testing, screening, and labor market information.

You can access the State Plan at:
http://www.oregon.gov/owib/aboutowib/Pages/StrategicPlan.aspx

**State Goals**

- **Goal**
  - Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

- **Goal**
  - Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates.

- **Goal**
  - Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.

- **Goal**
  - Create and develop talent by providing young people with information and experience that engage their interests, spur further career development and connect to Oregon
Another function of the OWIB, in cooperation with the Governor and local elected officials, is to designate local workforce areas. In 2015, the OWIB designated the following 9 Oregon Workforce areas:

- **Oregon Northwest Workforce Investment Board** (Benton, Clatsop, Columbia, Lincoln, and Tillamook counties)
- **Incite Incorporated** (Linn, Marion, Polk, and Yamhill counties)
- **Lane Workforce Partnership** (Lane County)
- **Southwestern Oregon Workforce Investment Board** (Curry, Coos, and Douglas counties)
- **Rogue Workforce Partnership** (Jackson and Josephine counties)
- **Worksystems**, the Portland Metro Workforce Development Board (City of Portland, Multnomah & Washington Counties)
- **Clackamas Workforce Partnership** (Clackamas County)
- **East Cascades Workforce Investment Board** (Crook, Deschutes, Gilliam, Hood River, Jefferson, Klamath, Lake, Sherman, Wasco, and Wheeler counties)
- **Eastern Oregon Workforce Investment Board** (Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa counties)
Worksystems convenes partners, designs programs, coordinates services, and invests funds to help job seekers acquire the skills they need to support themselves and to meet the staffing needs of regional industry. The region's public workforce development system - WorkSource Portland Metro (WSPM) - serves as our primary investment vehicle and we provide oversight to ensure the highest quality services.

Five WorkSource Portland Metro centers serve over 70,000 Adults and Dislocated Workers annually, including three centers in Multnomah County and two in Washington County. Staff from multiple organizations are co-located at every center, delivering an array of services consistent with the WorkSource Oregon Standards. Worksystems has identified Manufacturing, Healthcare, IT/Software and Construction as target sectors. Services available at all centers include:

- Career Exploration
- Employment Referral Services
- GED and Adult Basic Education
- Interview Workshops
- Job Clubs
- Job Search Assistance
- Job Search with Social Media
- Occupational Skills Training
- On-the-Job Training
- National Career Readiness Certification
- Resume Workshops

An array of locally developed service strategies are used to increase the quality and results of services through innovation, collaboration, and technology. These include:

- **The Columbia-Willamette Workforce Collaborative** – A partnership between Worksystems, Clackamas Workforce Partnership and Workforce Southwest Washington to support and develop regional talent.

- **TalentLink** – A six-step process for validating the work-ready skills of WorkSource customers, resulting in prioritized job search and placement services for those who become fully certified.

- **Career Mapping** – Assistance for barriered populations to identify goals, address and remedy obstacles, and create Career Plans that help them meet their goals.
• **Aligned Partner Network** – Partnership between WSPM and community agencies to leverage each agency’s expertise to move targeted populations with multiple employment barriers into career-track employment. This model provides career coaching, liaison support, career mapping, connection to WorkSource services and set-aside resources in occupational training and work experience.

• **SummerWorks** – A public/private partnership that provides a paid work experience for area youth.

• **NextGen Network** – A group of 9 agencies that provide support and services to help disadvantaged at-risk youth achieve career goals and develop the necessary life skills to stay on course.

• **Sector Bridge Courses** – Programs designed to provide a bridge between basic self-sufficiency and care awareness to career-pathway employment in advanced manufacturing, health care, construction and IT/software occupations.

• **Oregon Connections** - Web-based tool that connects industry professionals to the K-20 system to help youth and educators connect their lessons to the world of work.

• **WorkSource Symposia** - Half to full-day events providing middle-skill to high-skill job seekers with job search assistance and networking opportunities to facilitate employment.

• **WorkSource Express** - A limited extension of WorkSource services offered to customers at identified locations outside of the main WorkSource centers. Express Centers are located at Central City Concern and the Washington County Jail.

• **Career Boost** - A collection of employment and training services that WorkSource Portland Metro developed specifically for SNAP recipients. Career Boost services are offered at WorkSource centers and partner organizations.

• **My WorkSource** - A personalized website for customers to manage their WorkSource activities by signing up for workshops, accessing job search tools and connection to iMatchSkills.

• **Code Oregon** – A program to provide broad access to low-cost online training in a variety of coding languages with additional job placement support after completion.

• **Train Oregon** – An online training portal that provides free access to an array of content including GED prep, soft skill enhancement, and industry-specific coursework.

Approximately 35,000 people annually engage in skill development services provided through WorkSource Portland Metro. During the past year, 26,000 job seekers participated in training workshops, 2,100 in basic education, GED, math or English, 1,600 in computer literacy courses, and over 1,500 participated in occupational-specific training. Also, over 158,000 log-ins were made to access online career development tools.

Of those completing services last year, 21,000 obtained employment at an average wage of $21.50 per hour.
**Partnership is the Key**

We are continually working to integrate workforce programs and services funded by other partner agencies into the public system to align resources, increase efficiency, and generate better outcomes for job seekers. Through the creation of the **Aligned Partner Network**, we have strategically connected 30 community agencies to training and employment services for their clients through WSPM while leveraging each agency's expertise in providing the necessary support to maximize successful participation in our programs. We believe that this aligned approach helps move people into career-track employment through a coordinated progression of services and resources.

In addition to the foundational services provided through WSPM, Worksystems has secured a great deal of federal, state, municipal, and private funding and implements these as programs and services that are integral to the local public workforce system. These additional resources greatly exceed the “formula workforce funds” and are key to providing comprehensive and robust services, including a focus on occupational training in target sectors as well as services to target populations.

Partnerships are also key to maintaining robust and seamless services. Over 30 service providing organizations, including state agencies, community colleges, nonprofits, and local public agencies are engaged in a team approach around the local public workforce system.
Youth Investments

In Multnomah and Washington Counties, there are 15,600 youth aged 16-24 years who are not in school and do not have a HS diploma/GED. Of these, 98% are very low-income or living in low-income families defined as 70% of the US Department of Labor’s Lower Living Standard Income Level which is at or under $10,593 for an individual or $29,423 for a family of four. Without re-engaging in education, the lifelong employment prospects for these youth are bleak. In addition, opportunities to explore careers and get basic work experience are far more limited for today’s youth than in the past.

Worksystems invests funds to support disconnected, low-income youth, ages 17 – 24 (referred to as Opportunity Youth) through a system of 9 service providers known as NextGen (next generation youth workforce services). NextGen providers have expertise in serving a diverse spectrum of youth including homeless, LGBTQ, English-language learners, pregnant/parenting, youth with disabilities and a variety of culturally specific populations. The youth served by our resources are at risk of or currently disconnected from school or work or both. Community Colleges and community based organizations also provide services to serve these disconnected youth.

Our investments prepare Opportunity Youth for successful careers through continuing education and work-based learning opportunities. This is accomplished through a robust continuum of career exploration activities, academic remediation, career coaching, leadership development, work readiness training and hard/soft skill building. Youth work in groups and 1-on-1 with skills trainers and career coaches to develop an individualized plan to pursue their career goals. NextGen youth receive services that bridge the completion of their secondary credential on to post-secondary education/training or career pathway employment. This systemic approach is built on common definitions of college and career readiness based on competency development in five core areas: self-management, proactive-communication and collaboration, reliability, taking initiative, and academics (reading and math).

Work Experience
Youth need opportunities to learn critical workplace skills that can only come through real work experience. Yet only 1 in 4 teens are able to find employment and the outlook for youth of color is more dire. Even as the economy has improved youth still face difficulty finding a first job. Missing out on early work experiences can have long-term negative effects on employment and lifetime earnings. In response, we focus significant time and resources to support meaningful, paid work experiences to help young people develop the skills necessary to succeed in today's world of work. Youth learn new skills in a real work environment, connect with supportive adults, and build an employment history.

We offer work experience for youth in two ways:
SummerWorks is a long-running, successful summer youth employment program. Through SummerWorks, we expand the number of employment opportunities to serve a broader population of youth referred by high schools and community organizations across the region. Since 2009, the program has put 7,000 youth to work. Worksystems pursues and incorporates a wide variety of funding sources to increase the impact of SummerWorks, including funding from the United States Department of Labor, United States Department of Agriculture, State of Oregon, City of Portland, Multnomah County, and a variety of other government, private, and philanthropic sources.

WEX-Y are year-round paid work experiences available to youth engaged in NextGen.

Connect2Careers: Today there is an unemployment gap of nearly 30,000 young adults ages 16 to 24 who are not in school or working in the Portland Metropolitan area. Meanwhile, local employers have voiced concern for the need of a pipeline of qualified, diverse young people so together, we can prepare these young adults for careers in local high-growth industries. The Connect2Careers program is designed to be a systematic and collaborative approach to bridge this gap. Connect2Careers (C2C) provides an online portal where employers post entry level and career pathway jobs and then have convenient access to a diverse population of young adults (between the ages of 16 and 24) that are work-ready.

Next Steps:

WIOA legislation requires that 75% of funding is targeted to youth who are out-of-school. This definition includes youth who have dropped out of high school or those who have received a diploma/GED that are not attached to the labor force or attending post-secondary education or training. The 75% funding requirement has been one of the drivers of a change in the focus of our youth services programming as under prior legislation the target population of youth were those at-risk of dropping out of high school. WIOA also increased the “youth” services to include young people up to the age of 24.

Alignment with WSPM: Youth ages 17-24 can be served through our NextGen programs and those 18 and up can also be served through WSPM. We are working to create clear referral protocols so partner agencies know when a youth would be best served through WSPM or when he/she may need the additional support provided by a NextGen partner.

Sector Bridge Programming: It is projected that approximately 79% of all jobs in Oregon will require education beyond high school by 2025. The majority of the projected job growth will be in middle skill jobs or jobs that require education and training beyond high school but less than a bachelor’s degree. This is juxtaposed against a backdrop of almost a third of our students failing to graduate with a regular diploma after four or even five years in high school. Similarly, post-secondary persistence rates are low for first generation college students.

Worksystems’ Sector Bridge Programming provides industry-specific training to help youth gain the education, skills and credentials needed for employment in high-wage, high-demand occupations within one of four target sectors: Advanced Manufacturing, Health Care, Construction or IT/Software. Each Sector Pathway will be comprised of a Career Exploration Course, a Bridge Course focused on a single industry and a Career-Pathway Internship.
Business Investments

A strong workforce is critical to a strong economy. Skilled workers ensure that our local businesses can continue to compete and grow.

Worksystm provides customized and innovative solutions to complex workforce problems. We link workforce supply with industry demand and develop strategies to meet the just-in-time hiring, training, and retention needs of business.

We invest training resources to prepare people for in-demand occupations identified by companies in our advanced manufacturing, health care, construction and high tech target industries. We also provide workforce solutions in support of regional economic development recruitments and area employers who are hiring for living wage jobs. And because we take a regional approach to managing the talent pool through our work with the Columbia-Willamette Workforce Collaborative, we always ensure that companies receive the most qualified workers from throughout our labor shed.

Our staff are experts in the industries that they support and are continually analyzing the effectiveness of our programs and services to ensure they meet the needs of business. We have a proven track record of bringing in new training resources to solve skill gaps and worker shortages in key occupations.

A Regional Approach

The Columbia-Willamette Workforce Collaborative is a partnership that delivers a unified approach to serve industry, support economic development, and guide public workforce investment in the Portland-Vancouver Metropolitan area. We work with our partners in SW Washington and Clackamas Count and regional industry to identify and remove barriers that stand in the way of cultivating and sustaining a skilled workforce.

Collaborative Model

Our 5 step business model directly involves industry in the design, development, delivery and oversight of regional workforce programs and services.

Our Industry Engagement Model

The Collaborative
Board Leadership

Those members who wish to take on more responsibility can serve in leadership roles through the Board’s Executive Committee or task forces of the Board. The Board Chair and Executive Committee are the leaders during Board meetings, setting the agenda, and ensuring that meetings are efficient and make the best use of board members’ time. In setting the agenda, the Board Chair is responsible for keeping the vision of the Board at the forefront of the meeting, keeping conversations at a strategic level, focusing on community impact. Members may also serve on task forces of the Board. Members are elected to the Executive Board and leadership positions every 2 years. Only members representing the private sector or labor can be on the Executive Board.

Task Force Members

Task Forces are a great way for Board members to get more involved with Board operations and strategic initiatives. Task Force meetings provide time for a more active, detailed discussion, allowing members to be more engaged on a focused topic than is possible with the full board. Many conversations around actions and results happen at the Task Force level. Members can choose a task force based on individual expertise or interest to ensure maximum engagement.

Champions

A Champion is a member of the Board who takes a personal interest and the responsibility for advancing one of the Board’s strategic initiatives. This member acts as a cheerleader to rally buy-in from partners and stakeholders and as an advocate to build support from elected and appointed officials that are key to the success of the project. He or she may have different levels of involvement with the technical oversight of implementation, but will serve as spokesperson to the Board on behalf of the project. The Champion may also be called upon to make presentations from time to time about the project to stakeholders and other groups.

Convening and Brokering Relationships

The Board’s role in convening and brokering relationships allows us to bring the voices of all stakeholders that have an interest in workforce development activities to the table. We facilitate communication among these programs and organizations to promote the most efficient use of resources and the highest impact services for customers. This may take the form of strategic alignment, full integration of some services, or leveraging resources between organizations to promote efficiency.

The Board is the voice of workforce development in our local community. To be our community’s subject matter expert in workforce development, we seek to understand the workforce needs of our local businesses and research how those needs affect all aspects of the community. We gather information on the resources that are available to us and to our partners to find solutions and we advocate for solutions that effectively address local workforce needs.

Communicate to the Community

Communication is key to positioning the Board as a trusted workforce development partner in the community. By effectively convening partners, brokering relationships, and understanding the workforce development needs and resources in the community, the Board is positioned to tell the workforce story of the area. We will be a clearinghouse

The Local Workforce Development Board Composition

- 51% Business/Private Sector Reps
- 3 Local Elected Officials
- 3 Education Reps
- 2 Economic Development Reps
- 3 Labor Reps
- 8 Partner Reps
The recent recession taught us a lot about the strengths, resiliency and potential of the regional economy. Since emerging from the recession, the region has produced 67,000 jobs—the 5th fastest in the nation! Since the end of the recession (2009) Oregon’s Gross State Product, which is primarily driven by the metro area, has grown by 4.4%-about double the nation’s average growth for the same time period.

Yet, despite this picture of economic success, many families would tell a different story. The most recent census data shows that more than 330,000 people in the region live in poverty. More than 35,000 are unemployed and thousands more work full-time but can’t make ends meet because of low-wages, insufficient skills and few prospects for career and wage advancement. The reality is that recent changes in the regional economy have left less educated workers further behind and increasingly unable to secure steady work at family-supporting wages.

At the same time, regional employers that offer high quality jobs in industries such as healthcare, construction, software/IT and manufacturing are facing a shortage of skilled workers. The net effect of this divide — unskilled regional residents struggling with insufficient, stagnating wages on the one hand, and employers grappling with a shortage of skilled labor to drive productivity and growth on the other — is a significant missed opportunity to strengthen our labor market and support our growing economy.

This plan identifies four goals to help bridge the supply-demand divide and ensure all residents have the opportunity to fully participate in the region’s growing economic success. We are determined to broaden opportunity to our diverse people and communities and foster a stronger and more equitable future for our region.

Mission: To coordinate a regional workforce system that supports individual prosperity and business competitiveness.

Vision: Employers have qualified employees and current and future workers have the skills and support they need to successfully engage, advance, and succeed in the labor market.

Guiding Principles: Collaboration — Equity — Accountability — Inclusiveness — Relevance — Excellence
GOVERNING BOARD

PURPOSE: To appoint WDB members and oversee regional workforce efforts

PRIMARY ACTIVITIES:
- Participate as Workforce Development Board and Executive Board Members
- Approve Regional Workforce Plan
- Serve as liaison to City Council, County Commissions and other relevant City/County groups

MEMBERS: Washington County Commissioner Roy Rogers - Multnomah County Commissioner Susheela Jayapal - City of Portland Mayor Ted Wheeler

Chair: Commissioner Roy Rogers
Staff: Andrew McGough

Portland-Metro Workforce Development Board

MISSION: To coordinate a regional workforce system that supports individual prosperity and business competitiveness

PURPOSE: To develop and oversee the implementation of the Regional Workforce Strategic Plan

PRIMARY ACTIVITIES:
- Promote and support partnerships to achieve Plan goals
- Participate on and lead Task Groups and ad-hoc efforts
- Elect Executive Board Members
- Leverage organizational connections to improve regional workforce efforts and connect with the Board

MEETS: Quarterly

Members: See Attached

Chair: James Paulson
Staff: Andrew McGough

Executive Board

STANDING

PURPOSE: To advise and oversee efforts in support of the Regional Workforce plan, goals, and objectives

Committee Tasks:
- Board of Directors for 501(c)3 Worksystems
- Adopt/Oversight Worksystems budget
- Review Contractor Performance
- Serve as the Executive Committee of the Workforce Development Board
- Hire/evaluate Executive Director

Meets: Monthly

Members: See attached

Chair: James Paulson
Staff: Andrew McGough

Finance Committee

Purpose: To provide in-depth oversight into agency budget, compliance, audit and monitoring activities

Meets: As needed

Chair: James Paulson
Staff: Marcia Norrgard

Taskforce

PURPOSE: Task forces are convened by the Chair to accomplish a specific objective. A Taskforce can be made up of Board and non-Board members and will typically sunset once the objective has been achieved.

Examples of current and previous Taskforces:
- Government Relations
- Regional Collaboration
- Quality Jobs
- Youth system Review
- Research & Analysis

Updated 6/23/2021
Attachments
BYLAWS

of the Portland-Metro Workforce Development Board

AMENDED AND RESTATLED ON May 10, 2016

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# BYLAWS

Of the
Portland-Metro Workforce Development Board

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Article</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Definitions</td>
<td>3</td>
</tr>
<tr>
<td>II</td>
<td>Purpose</td>
<td>3</td>
</tr>
<tr>
<td>III</td>
<td>Members and Meetings</td>
<td>3</td>
</tr>
<tr>
<td>IV</td>
<td>WDB Officers</td>
<td>6</td>
</tr>
<tr>
<td>V</td>
<td>Committees and Task Groups</td>
<td>6</td>
</tr>
<tr>
<td>VI</td>
<td>Code of Conduct</td>
<td>7</td>
</tr>
<tr>
<td>VII</td>
<td>Member Indemnity</td>
<td>7</td>
</tr>
<tr>
<td>VIII</td>
<td>Executive Director</td>
<td>7</td>
</tr>
<tr>
<td>IX</td>
<td>Amendment</td>
<td>7</td>
</tr>
<tr>
<td>IX</td>
<td>Bylaws Enactment</td>
<td>8</td>
</tr>
</tbody>
</table>
ARTICLE I: Definitions

The following terms are used in these bylaws:

“Bylaws” means this set of Workforce Development Board bylaws.

“Executive Committee” means the Worksystems Board of Directors.

“Consortium Agreement” means the agreement between the City of Portland, Multnomah and Washington Counties establishing the workforce area and the Governing Board. The agreement also delineates the respective duties and responsibilities of the WDB, Worksystems and the Governing Board.

“Director” means a Worksystems Director.

“Executive Director” means Worksystems Executive Director. The Executive Director also staffs the WDB and the Governing Board.

“Governing Board” means the three local elected officials acting collectively to perform local elected official responsibilities pursuant to the Consortium Agreement and WIOA.

“Member” means an individual appointed to the WDB.

“WDB” means the Workforce Development Board for Multnomah and Washington Counties and the City of Portland.


ARTICLE II: Purpose

The WDB’s purpose is to:

1. Develop the area’s Workforce Strategic Plan;
2. Appoint committees to oversee work necessary to accomplish the strategic plan;
3. Oversee the area’s workforce system; and
4. Perform duties as required by WIOA, the State of Oregon, grant agreements and other applicable Federal, State and local laws, rules and agreements.

ARTICLE III: Members and Meetings

A. Number of Members

The size of the WDB shall be variable with the number of members determined by the
Governing Board in accordance with the Consortium Agreement.

B. Appointment of Members

All WDB appointments shall be made by the Governing Board as described by the Consortium Agreement.

C. Terms of Office

The terms of WDB members are established by the Consortium Agreement.

D. Resignation and Removal

Any appointed WDB member may be removed or suspended with or without cause by the Governing Board acting in accordance with the Consortium Agreement. A WDB member may resign at any time by delivering written notice to the Chair or to the Executive Director. Unless the notice of resignation specifies a later effective date, the resignation will be effective when received. The Governing Board shall be promptly informed of vacancies.

E. Meetings

1. Regular Meetings

The WDB shall determine the time and place of its regular meetings in advance and authorizes the Chair to call meetings.

2. Annual Meeting and Officer Elections

Unless a different date is set by resolution of the WDB, the annual meeting shall be the first regular meeting on or after September 1 of each year. During alternate annual meetings, WDB officers shall be elected. WDB officers shall serve two-year terms and may be re-elected.

3. Special Meetings

Special meetings may be held as called by the Chair or by the Vice Chair.

4. Minutes

Minutes of each meeting shall be reviewed and approved at subsequent meetings and copies of all approved minutes shall be maintained at Worksystems principal office.

5. Sunshine Provision

All WDB meetings shall be conducted in accordance with public meeting laws, these bylaws and the WDB’s Code of Conduct.
6. Participation

Participation at WDB meetings shall be limited to the WDB members, with the following exceptions:

   a. Agenda items that call for reports or participation by non-WDB members;

   b. At the discretion of the Chair, comment or other participation by non-WDB members which is material to the matter under consideration; and,

   c. Opportunity for public comment.

7. Rules

All WDB meetings shall be held in compliance with Oregon law, these bylaws, and Roberts’ Rules of Order, provided that the use of Roberts’ Rules of Order shall be solely for the convenience of the WDB and its committees. Failure to comply with Roberts’ Rules of Order shall not affect the validity of any action taken which is otherwise in compliance with these bylaws. In the event of a conflict, the order of precedence shall be Oregon law, these bylaws, and Roberts’ Rules of Order.

8. Alternates or Proxies

WDB members, with the sole exception of the three Local Elected Officials who sit on the WDB, shall not select alternates or proxies.

F. Meeting Notices and Agendas

1. Meeting Notices

Meeting notices shall be given to WDB members at least three (3) days prior to the date of the meeting unless special conditions make advance notice impracticable, in which case notice and a description of the purpose of the meeting shall be given not less than 24 hours prior to the meeting. Notwithstanding the forgoing, a special meeting can be conducted at any time and without notice if all WDB members are present in person or by electronic means and do not object to the meeting.

2. Agendas

Meeting notices shall contain an agenda of the topics scheduled for consideration. The WDB may consider and act upon matters at a regular meeting (including the annual meeting) which are not included in the notice agenda, but may not act upon any matter during a special meeting unless that matter was described in the special meeting notice or all of the WDB members then in office are present in person or electronically and do not object to the matter being considered.
G. Quorum

A majority of the number of WDB members in office immediately before the commencement of the meeting shall constitute a quorum. No suspended member shall be included as a member in office. A member is deemed to be present at a meeting for the purpose of determining a quorum even if the member abstains from voting on one or more items on the agenda.

H. Manner of Acting

Each WDB member shall have one vote. Except for bylaws amendments (see Bylaws Amendment, Article VIII), the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the WDB. Members shall be deemed to be present at a regular or special meeting where all members participating may simultaneously hear each other during the meeting, irrespective of whether or not they are present in the same location, as by a telephonic conference, interactive video, or “webinar”. A member is considered to be present even though the member abstains from voting.

ARTICLE IV: WDB Officers

A. Required Officers

The officers of the WDB shall include a Chair, who shall be a private sector business representative, and a Vice Chair who shall also be a private sector business representative. The WDB may appoint other officers as deemed necessary. A single member may perform the duties of more than one office, with the exception of the duties of Chair and the Vice Chair, which must be performed by separate members.

B. Duties of the Chair

The Chair shall preside at meetings, shall serve as the WDB’s chief spokesperson and signatory, shall appoint all committee chairs and committee members, and shall perform other duties as designated by the WDB.

C. Duties of the Vice Chair

The Vice Chair shall perform the duties of the Chair in the Chair’s absence and shall perform other duties designated by the WDB.

ARTICLE V: Committees and Task Groups

A. Creation of Committees

The WDB Chair shall have the power to create both standing and ad-hoc committees and task groups, the members of which shall be appointed by the Chair.
B. Executive Committee

Worksystems Board shall serve as the WDB’s Executive Committee. The Executive Committee shall have the power and authority granted it by the Consortium Agreement and the WDB’s and Worksystems bylaws.

ARTICLE VI: Code of Conduct

The WDB shall adopt and its members are subject to the WDB/WORKSYSTEMS Code of Conduct.

ARTICLE VII: Member Indemnity

Worksystems shall indemnify, to the fullest extent permitted by law, any of its’ Members or a Hire who are made, or threatened to be made a party to or witness in, or are otherwise involved in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative, investigative, or others (including any action, suit or proceeding by or on behalf of Worksystems) by reason of the fact that person is or was a Worksystems Director or officer. Worksystems may purchase errors and omissions insurance coverage or other similar insurance coverage for the benefit and protection of its Directors, officers, agents and volunteers.

ARTICLE VIII: Executive Director

The WDB shall be staffed by Worksystems Executive Director. The Executive Director shall assign other Worksystems staff and agents to support the WDB, within the confines of budget constraints and direction from the WDB and Worksystems.

ARTICLE IX: Amendment

A. Amendment Process

These bylaws may be amended or repealed by an affirmative vote of a majority of the WDB members then holding office at a regular or special meeting. Written notice, which shall specify the changes to be made, shall be delivered to all members no less than seven (7) days prior to the meeting at which bylaw amendment or repeal is to be acted upon. A vote on bylaws amendment may be delivered in writing or by e-mail within seven (7) days prior to or after the meeting at which bylaws amendments are voted upon.

B. Amendments Requiring Unanimous Approval of the Governing Board

The following types of bylaws amendments will not be effective unless all the three Governing Board members vote for approval:
1. An amendment changing the number of WDB members or affecting the manner or term of their appointment or removal;

2. An amendment that eliminates the Executive Committee;

3. An amendment that contradicts any provision in the Consortium agreement; and

4. An amendment that contradicts any WIOA provision, other applicable State or Federal law or requirement.

**ARTICLE IX: Bylaws Enactment**

These bylaws were enacted by the Governing Board on May 10, 2016. All earlier Workforce Development Bylaws are repealed.
AMENDED CONSORTIUM AGREEMENT
Between
CITY OF PORTLAND, MULTNOMAH and WASHINGTON COUNTIES

The Parties to this Amended Consortium Agreement are Multnomah and Washington Counties and the City of Portland, hereinafter collectively referred to as the "Parties."

WHEREAS, the Parties recognize the serious and complex problems resulting from unemployment and low wages among their citizens, and
WHEREAS, increased globalization, technological advances and accelerating demographic changes continually add to the mismatch between labor force skills and employer needs, and
WHEREAS, workforce development problems and solutions transcend traditional governmental boundaries, and
WHEREAS, a productive workforce investment system can most effectively be created and expanded in partnership with the private sector, and
WHEREAS, the Parties wish to realign and increase the effectiveness of the area’s workforce investment system, its Workforce Development Board (WDB) and the Worksystems, Inc. (WORKSYSTEMS) Board of Directors, and
WHEREAS, the Parties desire to replace the current Consortium Agreement, adopted February 27, 2006 with this Amended Consortium Agreement,
NOW, THEREFORE, BE IT RESOLVED as follows:

1. WORKFORCE INVESTMENT AREA

The Workforce Investment Area ("Area") shall continue to include all of Multnomah and Washington Counties and the City of Portland.

2. GOVERNING BOARD

A. A Governing Board is made up of one local elected official from each of the three Parties. The Governing Board shall have the following duties and responsibilities:

1. Appoint, reappoint and remove Workforce Development Board members and Worksystems Directors in accordance with paragraphs 6 and 7 of this Agreement;
2. Regularly attend Workforce Development Board, Worksystems Board of Directors and Governing Board meetings; and,
3. Perform all other duties and functions assigned to consortiums of local elected officials by the Workforce Innovation and Opportunity Act (WIOA) or by implementing Federal or State of Oregon rules or policies.

B. The Governing Board may also elect to discuss and approve or disapprove the following Workforce Development Board or Worksystems actions, plans or policies:

- The content of the four-year WIOA Strategic Plan for the area, including modifications thereto;
- Worksystems and the Workforce Development Board’s Code of Conduct;
- One-stop Career Center chartering and certification;
• Contract awards to service providers;
• Worksystems annual budget, including modifications thereto; and,
• Acceptance and the resolution of audit and monitoring findings.

C. Should any Workforce Development Board or Worksystems action, plan or policy be disapproved by the Governing Board, that particular action, plan or policy shall not be effective unless and until a mutually acceptable solution is agreed to by the Governing Board and Workforce Development Board and Worksystems.

3. GOVERNING BOARD DECISIONS

Each of the Governing Board members shall have one vote. The Governing Board members may each select one alternate who shall have all the powers and rights of the Governing Board member who selected the alternate, and who shall also count towards a quorum when that Board member is absent. A quorum consists of not less than three members. Decisions require the unanimous vote of the three Parties. The Governing Board may adopt bylaws consistent with this agreement.

4. GOVERNING BOARD CHAIR

The Governing Board shall elect a Chair who shall serve for two years and sign documents as authorized by and on behalf of the Governing Board. The Governing Board may elect other officers as it sees fit.

5. GOVERNING BOARD MEETINGS

The Governing Board shall meet at least annually and at such other times as are deemed necessary. Meetings may be called by the Chair or by any two Governing Board members by providing reasonable advance written notice to all Governing Board members and to any alternates. Meeting notices shall contain the time, place and agenda for all meetings. Meetings may be held by conference call. Advance notice and other meeting requirements may be waived, to the extent permitted by law, by unanimous consent of Governing Board members.

6. WORKSYSTEMS, INC. AND THE WORKSYSTEMS, INC. BOARD OF DIRECTORS

A. Worksystems, Inc. ("WORKSYSTEMS") is an Oregon nonprofit corporation that receives, administers, disburses and monitors State of Oregon and federal grant funds for area workforce development activities. Worksystems shall consist of a Worksystems headquarters element, a Worksystems Board of Directors, a Workforce Development Board (WDB) and an array of contractual partners who shall provide counseling, training and job placement services to a broad base of stakeholders. Worksystems Board of Directors shall include the three Governing Board members, an organized labor representative and a majority of private sector business representatives.

B. The current WDB Chair and Vice Chair and the WDB’S immediate past Chair shall serve on Worksystems Board of Directors so long as they remain WDB members. Other private sector business representatives shall serve on Worksystems Board of Directors after nomination by the WDB and subsequent appointment by the Governing Board, and shall continue as Worksystems Directors so long as they remain WDB members or until
replaced as Worksystems Directors by the Governing Board, whichever comes first.

C. Worksystems organized labor Director shall be selected by the labor representatives serving on the WDB. The organized labor Director shall serve while remaining a WDB member or until replaced by the WDB'S organized labor representatives.

7. WORKFORCE INVESTMENT BOARD APPOINTMENTS

A. All WDB members shall be nominated and appointed in accordance with WIOA, Federal, State and local statutes, rules, policies and procedures and this agreement.

B. A majority of WDB members shall be private sector business representatives. WDB business members shall be appointed by the Governing Board member in whose jurisdiction they conduct business. The number of WDB business members from each of the three units of local government shall be in approximate proportion to the respective populations of each of the three local governments and shall reasonably represent the business and industrial sectors within the workforce investment area. For the purposes of this paragraph, Multnomah County's population shall not include individuals residing within the City of Portland.

C. The Board shall be composed in accordance with WIOA Section 107 (b) or (i).

D. WDB appointments shall be for three year terms and shall continue until a successor is appointed.

E. WDB business members shall serve at the pleasure of the appointing local elected official and may be removed by that local elected official without cause. Non-business sector members may be removed without cause by a unanimous vote of the Governing Board.

F. The WDB may enact bylaws or rules which, to the extent consistent with this agreement, shall further govern WDB membership and conduct.

8. WORKFORCE DEVELOPMENT BOARDAND WORKSYSTEMS DUTIES AND RESPONSIBILITIES

A. Worksystems responsibilities shall include:
   • Informing the WDB on a regular basis of Worksystems progress in achieving strategic goals and objectives;
   • Delivering an annual report to the WDB on Worksystems activities and the state of the area workforce system;
   • Overseeing Worksystems budget obligations and expenditures; and,
   • Acting as the local workforce area's grant recipient and fiscal agent.

B. Worksystems Board of Directors' responsibilities shall include:
- Regularly attending WDB and WORKSYSTEMS board meetings;
- Approving WORKSYSTEMS's budget and procurement activities;
- Hiring, evaluating and terminating the employment of Worksystems Executive Director;
- Complying with Worksystems Code of Conduct, which governs conflict of interest situations;
- Performing Board of Directors' duties and responsibilities for Worksystems in accordance with Chapter 65 of the Oregon Revised Statutes; and,
- Adopting policies necessary to ensure accountability and compliance with Federal, State and local laws, rules, and grant terms and agreements, including but not limited to this Amended Consortium Agreement.

C. Workforce Development Board responsibilities shall include:
- Developing the area's Regional Workforce Strategic Plan;
- Appointing committees to oversee work necessary to accomplish each goal in the strategic plan;
- Establishing standards for and overseeing the area's workforce system, subject to the terms of a "Memorandum of Understanding" executed with partner agencies; and,
- Performing duties as required by WIA, the State of Oregon, Federal and State grant agreements, other applicable Federal, State and local laws, rules and agreements.

9. LIABILITY

In the event liability for Worksystems expenditures or operations occurs, the following priorities shall apply:

A. First Priority: Worksystems shall attempt to recover funds from the contractor, agent or third party causing the liability;

B. Second Priority: Worksystems shall attempt to recover funds from an insurance carrier or bond issuer;

C. Third Priority: Worksystems shall attempt to obtain a waiver of liability or offset liability against current or future grant revenues;

D. Fourth Priority: Worksystems shall repay the liability from its funds to the extent permitted by law;

E. Fifth and Final Priority: as a last resort and only to the extent required by WIOA and permitted by Oregon statutes and local governmental charters, the Parties agree to cover unmet liabilities to the State and Federal governments. The Parties shall share liability to the State and Federal governments in proportion to their respective populations using the most recent census data available on the date the negligent or wrongful acts occurred which gave rise to the unmet liability. For purposes of this paragraph, Multnomah County shall include only the population of the county outside of the City of Portland.
Nothing in this agreement shall be interpreted in a manner that would violate any constitutional or statutory limitation on liability applicable to a Party government, or shall be construed as a waiver of any defense to or limitation on liability to which a party government or its agents would otherwise be entitled under the constitution or laws of the State of Oregon.

10. DURATION AND TERMINATION

A. This Amended Consortium Agreement shall become effective and the current Consortium Agreement, adopted February 27, 2006 shall be rescinded in its entirety when this amended agreement has been signed by all of the three Parties. This amended agreement shall remain in effect until terminated pursuant to this section. In the event one of the three local governmental Parties withdraws from this agreement, this agreement shall be null and void with respect to that government. The term "Area" as used in this agreement shall refer only to the geographic boundaries covered by signatory local governments. For purposes of this paragraph, Multnomah County shall include the area of the County outside the City of Portland.

B. Any Party may withdraw by notifying the other Parties and Worksystems in writing of its intent to do so at least one hundred eighty (180) days prior to the end of the WIA program year (June 30th). Withdrawal shall become effective at midnight on the last day of the program year in which notice is given, and shall not affect the participation of the remaining two Parties or the validity of this agreement with respect to the remaining Parties.

C. This agreement completely replaces the previous Consortium Agreement between the Parties. That agreement shall be null and void when this agreement is executed.

11. INDEMNIFICATION

To the extent allowable by the Oregon Constitution and the Oregon Tort Claims Act, each of the parties hereto agrees to indemnify and save the other harmless from any claims, liability or damages fees arising out of or resulting from any error, omission or act of negligence on the part of the indemnifying party, its officers, or employees in the performance of this agreement.

12. AMENDMENTS

This agreement may be amended from time to time by written consent of all the Parties.
13. SIGNATURES

By signing this agreement, each local elected official certifies that his or her signature has been duly authorized by official action of their governmental body. The agreement may be executed in one or more counterparts, each of which, when combined with all other counterparts, will constitute a completely executed agreement.

IN WITNESS 'THEREOF', the duly authorized representatives of the Parties have executed this agreement as of the dates set forth below.

(For Multnomah County:)

[Signature]

Chair Deborah Kafoury

Date: 8/10/16

(For Washington County:)

[Signature]

Commissioner Roy Rogers

Date: 4/26/16

(For the City of Portland:)

[Signature]

Mayor Charlie Hales

Date: 5/10/2016
Conflict of Interest Conduct

Purpose
This Code of Conduct implements and interprets State and Federal requirements governing Workforce Development Boards (“WDB”) and activities funded by the Workforce Innovation and Opportunity Act (“WIOA”). It is required by paragraph 9.B of the Consortium Agreement, by Articles VI.C of the Worksystems By-Laws and Article VII of the WDB By-Laws.

Effective Date
This policy shall take effect upon adoption by the WDB and Worksystems.

Definitions
- The term “official” means any WDB or Youth Council member, or Worksystems employee or agent, or any citizen volunteer authorized to act on behalf of the WDB or Worksystems. The term includes, but is not limited to, all individuals who participate in the making of WDB or Worksystems policy, procurement, fund obligation, contract management or personnel decisions.

- The term “immediate family” means a spouse, parent, in-law, guardian, child, brother, sister, foster child, grandchild, grandparent, or other person to whom the official is not related but who resides in the same household. The relatives listed above need not reside in the same household to be included as immediate family.

Trust
Officials shall treat their position as a public trust.

- WDB and Worksystems powers and resources are to be used for the benefit of the public rather than for personal benefit.

- Officials shall establish and implement policies in good faith, as equitably and economically as possible, regardless of their personal views.

- Whistle-blowing is appropriate in the event of unlawful or improper actions. Anyone who observes significant unlawful or improper actions by an official is expected to report them. Customarily, the actions are reported to the official’s supervisor. If the supervisor appears to be involved in the improper actions, the report can be made to a higher level, to Worksystems’ Executive Director or to the Worksystems/WDB Chair or the Governing Board Chair.
“Whistle-blowing” differs from “leaking” because leakers act covertly and are essentially unaccountable for the consequences of their actions. It is improper to harass or punish officials who seek accountability through whistle-blowing. Leakers are not similarly protected.

Citizens shall have a fair and equal opportunity to express their views to officials. Often it is impossible for an official to talk personally with every concerned citizen, but obtaining an appointment or a chance to speak at a WDB or Worksystems meeting should not appear to depend upon friendship or animosity.

Officials shall not give the appearance of impropriety. Officials should not accept any personal gift, meal or entertainment valued at $30.00 or more. The official should consider the decisions he or she may have to make and shall exercise conservative judgment. The key question for an individual official is, “By accepting this gift/meal/entertainment am I giving preferential treatment to the gift giver, or am I giving the appearance to reasonable people of giving favor to the individual?” If the answer is “yes” to either question, then the official should not even accept a gift below the $30.00 threshold.

Officials, as representatives of the WDB or Worksystems or while conducting business on behalf of the WDB or Worksystems, may accept gifts for the benefit of Worksystems, and may be guests at meals or entertainment activities. For example, gifts as part of a company grant or giving program should be accepted, and shall become the property of Worksystems. Gifts for employee awards, volunteers, and community cooperation are allowed. Donations to Worksystems programs are also allowed.

Officials shall devote Worksystems resources, including paid time, equipment, computers, supplies, and capital assets, to public benefit. Time paid for by Worksystems is intended for Worksystems business. Supervisors should not ask subordinates to perform personal services. Office supplies are for Worksystems use only.

Worksystems may adopt procedures allowing for limited personal fax transmissions, photocopies and telephone calls to be made under specified circumstances. This procedure may also permit limited completion of personal tasks on computers.

Officials should not use WDB or Worksystems letterhead or refer to their public position when requesting personal benefits or resolving personal disputes.

Political activities shall not be engaged in on Worksystems time or property. No Worksystems employee shall solicit any money, influence, service or other thing of value or otherwise promote or oppose any political committee or promote or oppose the nomination or election of a candidate, the gathering of signatures on an initiative, referendum or recall petition, the adoption of a measure or the recall of a public office holder while on the job during working hours.

This section does not restrict the right of Worksystems employees to express personal political views, so long as these views do not adversely impact the quality or content of WDB or Worksystems services or policy making. For example, a staff member should
not express a racist sentiment while servicing a customer or otherwise representing the WDB or Worksystems. Similarly, a Worksystems employee while on Worksystems premises or during work hours can express personal political views to co-workers but may not distribute flyers for a political campaign.

♦ The WDB or Worksystems may take a position on pending State or Federal legislation or rulemaking. Officials may then provide information or otherwise act as directed on that position. Federal and State grant funds may not support lobbying activities.

Objectivity

WDB and Worksystems decisions shall be based on the merits of each issue. Judgment shall be independent and objective.

♦ If an individual official’s financial or personal interests will be specifically affected by a decision, the official is to withdraw from participating in the WDB and Worksystems decision. This prohibition applies to all WDB and Worksystems meetings, standing Committees, “task group” or “ad hoc work group” meetings, and discussions before or during meetings which involve lobbying for or against a WDB or Worksystems action or agenda item or which deliberate towards a decision. This includes the personal or financial interests of the official’s immediate family and household. Refusal and disqualification involves a statement such as, “My brother-in-law is part owner of the property under discussion. Therefore, I will not be speaking or voting on this lease.”

State law distinguishes between actual conflict of interest, which definitely would affect the official, and potential conflict, where the effect is not certain. In the case of a potential conflict, the WIOA official must disclose the conflict but may be permitted to participate in the decision. A formal or informal opinion should be requested when a potential conflict arises.

The law also makes an exception where the official’s financial interests are included with a whole class of citizens. In this case an informational disclosure may be appropriate, such as, “We will be voting on the Northeast Career Center. My sister’s family is receiving training from the Center along with the rest of the community.”

State law focuses on elected officials and appointees to boards and commissions, but the ethical principle extends to all officials. For example, a Worksystems program monitor should not monitor an on-the-job-training (“OJT”) contract at a business owned by his sister. The relationship should be disclosed and a different, disinterested Worksystems employee should conduct the monitoring.

♦ Officials shall avoid bias or favoritism, and shall respect cultural differences as part of decision-making and the conduct of WDB and Worksystems business.

♦ Intervention on behalf of constituents or friends is limited to assuring fairness and clarifying policies or improving service to citizens. Officials should avoid giving citizens any reason to believe they would receive better or different services if they had a personal connection with the official.
Accountability

Open government allows citizens to make informed judgments and to hold officials accountable.

- Officials shall exercise their authority in open meetings supported by public records subject to the normal and usual exceptions, including but not limited to 1) pending or threatened litigation, 2) personnel decisions, 3) contract negotiations where disclosure of Worksystems position may inflate costs or prevent Worksystems from carrying out its mission as effectively as possible, and 4) a decision to sanction a WDB member or Worksystems Director where that member or Director wishes to contest the facts supporting the sanction in a confidential meeting and the Board concurs with the confidentiality request.

- Each official is encouraged to improve WDB and Worksystems systems by identifying problems and proposing improvements. Worksystems employees who believe a policy or practice is not achieving its stated purpose, is creating unintended harm, or is inefficient, should express such concerns to their supervisor and should suggest possible improvements. Worksystems managers should share “big picture” information with their subordinates and reward suggestions for improvement.

- WORKSYSTEMS systems shall be self-monitoring, with procedures in place to ensure appropriate actions. Managers should make sure their practices for purchasing, contracting, and hiring include routines that elicit fair choices and assure protection of Worksystems assets. Such routines include checklists, separation of duties, bank account reconciliations, and reports to management.

- Any official’s immediate family shall not receive preferential treatment in employment or in the receipt of Worksystems funded services. Worksystems service providers shall adopt and shall comply with nepotism provisions no less restrictive than this paragraph.

- No official shall also be a Worksystems contractor, subcontractor or vendor without full disclosure and authorization from the Worksystems Board. This section shall not apply to WDB members who 1) are salaried officials for public or nonprofit entities, or who serve on the boards of such entities, and 2) who provide vendor services to Worksystems clients utilizing the same rates as for the general public. For example, the Worksystems Board need not approve Community College tuition arrangements merely because a Community College President sits on the Board.

- The WDB’s Executive Committee, who also serve as the Board of Directors for Worksystems, may not represent, serve on the board of, or work for a public, private for profit or nonprofit Worksystems contractor or subcontractor. Worksystems Directors should be especially careful to disclose and avoid conflict of interest situations.

Leadership

Officials shall obey both the letter and the spirit of all laws and regulations.
Leadership shall facilitate, rather than block, open discussion. Officials have an ethical obligation to avoid behavior such as strained interpretation of rules, refusal to return telephone calls to a specific person, or arbitrarily delaying a decision.

Worksystems units and work teams are encouraged to develop Code of Conduct training, and enforcement procedures.

**Informal or Formal Opinions**
- An informal or formal opinion concerning a given conflict of interest or ethical situation may be requested. Such requests should be directed to Worksystems Executive Director or, if the situation involves the Executive Director, to Worksystems Board Chair or the Chair of the Governing Board.

**Sanctions**
- Officials are subject to sanctioning by vote of the WDB, Worksystems Board or Governing Board, up to and including dismissal. Individuals and entities may also be barred from doing business with Worksystems.

- Worksystems employees and contractors are also subject to sanctions under Worksystems procurement and personnel policies and contract provisions. To the extent that this Code of Conduct and Worksystems procurement and personnel policies or contract provisions overlap or are perceived to conflict, the most restrictive interpretation shall apply.

**Reporting Fraud**
- Notification through DOL Hotline: In the event a Board member believes there was fraud or other criminal activity, Board members may report directly to the Department of Labor through its Incident Reporting System Hotline. Allegations may be directly reported as follows:

  Website: [oig.dol.gov/contact](http://oig.dol.gov/contact)
  Email: hotline@oig.dol.gov
  Telephone: 1-800-347-3756
  Letter: Department of Labor Office of Inspector General (OIG)
  Office of Investigations, Room S5514
  200 Constitution Avenue NW
  Washington DC 20210
Acknowledgement of Receipt of Code of Conduct

I acknowledge that I have received a copy of the Portland Metro Workforce Development Board Code of Conduct.

__________________________________
Signature/Date

__________________________________
Print Your Name
This Code of Conduct implements and interprets State and Federal requirements governing Local Workforce Development Boards (LWDB) and activities funded by the Workforce Innovation and Opportunity Act (WIOA).

**Definitions**

- The term “official” means any LWDB member or Worksystems employee or agent, or any citizen volunteer authorized to act on behalf of the LWDB or Worksystems. The term includes, but is not limited to, all individuals who participate in the making of LWDB or Worksystems policy, procurement, fund obligation, contract management or personnel decisions.

- The term “immediate family” means a spouse, parent, in-law, guardian, child, brother, sister, foster child, grandchild, grandparent, or other person to whom the official is not related but who resides in the same household. The relatives listed above need not reside in the same household to be included as immediate family.

**Trust**

Officials shall treat their position as a public trust.

- LWDB and Worksystems powers and resources are to be used for the benefit of the public rather than for personal benefit.

- Officials shall establish and implement policies in good faith, as equitably and economically as possible, regardless of their personal views.

- Whistle-blowing is appropriate in the event of unlawful or improper actions. Anyone who observes significant unlawful or improper actions by an official is expected to report them. Customarily, the actions are reported to the official’s supervisor. If the supervisor appears to be involved in the improper actions, the report can be made to a higher level, to Worksystems’ Executive Director or to the Worksystems/LWDB Chair or the Governing Board Chair.

  “Whistle-blowing” differs from “leaking” because leakers act covertly and are essentially unaccountable for the consequences of their actions. It is improper to harass or punish officials who seek accountability through whistle-blowing. Leakers are not similarly protected.

- Citizens shall have a fair and equal opportunity to express their views to officials. Often it is impossible for an official to talk personally with every concerned citizen, but obtaining an appointment or a chance to speak at a LWDB or Worksystems meeting should not appear to depend upon friendship or animosity.
• Officials shall not give the appearance of impropriety. Officials should not accept any personal gift, meal or entertainment valued at $30.00 or more. The official should consider the decisions he or she may have to make and shall exercise conservative judgment. The key question for an individual official is, “By accepting this gift/meal/entertainment am I giving preferential treatment to the gift giver, or am I giving the appearance to reasonable people of giving favor to the individual?” If the answer is “yes” to either question, then the official should not even accept a gift below the $30.00 threshold.

Officials, as representatives of the LWDB or Worksystems or while conducting business on behalf of the LWDB or Worksystems, may accept gifts for the benefit of Worksystems, and may be guests at meals or entertainment activities. For example, gifts as part of a company grant or giving program should be accepted, and shall become the property of Worksystems. Gifts for employee awards, volunteers, and community cooperation are allowed. Donations to Worksystems programs are also allowed.

• Officials shall devote Worksystems resources, including paid time, equipment, computers, supplies, and capital assets, to public benefit. Time paid for by Worksystems is intended for Worksystems business. Supervisors should not ask subordinates to perform personal services. Office supplies are for Worksystems use only.

Worksystems may adopt procedures allowing for limited personal fax transmissions, photocopies and telephone calls to be made under specified circumstances. This procedure may also permit limited completion of personal tasks on computers.

Officials should not use LWDB or Worksystems letterhead or refer to their public position when requesting personal benefits or resolving personal disputes.

**Political Activities**

Worksystems employees are subject to the Hatch Act since they are supported in whole or in part with Federal resources.

Political activities shall not be engaged in on Worksystems time or property. No Worksystems employee shall promote or oppose any political committee or promote or oppose the nomination or election of a candidate, the gathering of signatures on an initiative, referendum or recall petition, the adoption of a measure or the recall of a public office holder while on the job during working hours.

At no time, while on the job or on personal time, shall employees solicit any money, influence, service or other thing of value for benefit of political candidates or political activity. This includes engagement in social media platforms soliciting financial support for a political candidate or cause.

This section does not restrict the right of Worksystems employees to express personal political views, so long as these views do not adversely impact the quality or content of LWDB or Worksystems services or policy making. For example, a Worksystems employee while on Worksystems’ premises or during work hours can express personal political views to co-workers but may not distribute flyers for a political campaign.
The LWDB or Worksystems may take a position on pending Local, State or Federal legislation or rulemaking. Officials may then provide information or otherwise act as directed on that position. Federal and State grant funds may not support lobbying activities.

LWDB members are not paid and so therefore do not fall under the Act. However, LWDB members may not express their personal or political views as representative of Worksystems or through their position as a member of the LWDB.

**Objectivity**

LWDB and Worksystems decisions shall be based on the merits of each issue. Judgment shall be independent and objective.

- If an individual official’s financial or personal interests will be specifically affected by a decision, the official is to withdraw from participating in the LWDB and Worksystems decision. This prohibition applies to all LWDB and Worksystems meetings, standing Committees, task group or ad hoc work group meetings, and discussions before or during meetings which involve lobbying for or against a LWDB or Worksystems action or agenda item or which deliberate towards a decision. This includes the personal or financial interests of the official’s immediate family and household. Refusal and disqualification involves a statement such as, “My brother-in-law is part owner of the property under discussion. Therefore, I will not be speaking or voting on this lease.”

State law distinguishes between actual conflict of interest, which definitely would affect the official, and potential conflict, where the effect is not certain. In the case of a potential conflict, the official must disclose the conflict but may be permitted to participate in the decision. A formal or informal opinion should be requested when a potential conflict arises.

The law also makes an exception where the official’s financial interests are included with a whole class of citizens. In this case an informational disclosure may be appropriate, such as, “We will be voting on the Northeast Career Center. My sister’s family is receiving training from the Center along with the rest of the community.”

State law focuses on elected officials and appointees to boards and commissions, but the ethical principle extends to all officials. For example, a Worksystems program monitor should not monitor an on-the-job-training contract at a business owned by his sister. The relationship should be disclosed and a different, disinterested Worksystems employee should conduct the monitoring.

- Officials shall avoid bias or favoritism, and shall respect cultural differences as part of decision-making and the conduct of LWDB and Worksystems business.
• Intervention on behalf of constituents or friends is limited to assuring fairness and clarifying policies or improving service to citizens. Officials should avoid giving citizens any reason to believe they would receive better or different services if they had a personal connection with the official.

Accountability

Open government allows citizens to make informed judgments and to hold officials accountable.

• Officials shall exercise their authority in open meetings supported by public records subject to the normal and usual exceptions, including but not limited to: 1) Pending or threatened litigation; 2) Personnel decisions; 3) Contract negotiations where disclosure of Worksystems’ position may inflate costs or prevent Worksystems from carrying out its mission as effectively as possible; and 4) A decision to sanction a LWDB member or Worksystems Director where that member or Director wishes to contest the facts supporting the sanction in a confidential meeting and the Board concurs with the confidentiality request.

• Each official is encouraged to improve LWDB and Worksystems methods by identifying problems and proposing improvements. Worksystems employees who believe a policy or practice is not achieving its stated purpose, is creating unintended harm, or is inefficient, should express such concerns to their supervisor and should suggest possible improvements. Worksystems managers should share strategic information with their subordinates and reward suggestions for improvement.

• Worksystems structure shall be self-monitoring, with procedures in place to ensure appropriate actions. Managers should make sure their practices for purchasing, contracting, and hiring include routines that elicit fair choices and assure protection of Worksystems assets. Such routines include checklists, separation of duties, bank account reconciliations, and reports to management.

• Any official’s immediate family shall not receive preferential treatment in employment or in the receipt of Worksystems funded services. Worksystems’ service providers shall adopt and comply with nepotism provisions no less restrictive than this paragraph.

• No official shall also be a Worksystems subrecipient or contractor without full disclosure and authorization from the Worksystems Board. This section shall not apply to LWDB members who 1) are salaried officials for public or nonprofit entities, or who serve on the boards of such entities, and 2) who provide contractor services to Worksystems’ clients utilizing the same rates as for the general public. For example, the Worksystems Board need not approve Community College tuition arrangements merely because a Community College President sits on the Board.

• The LWDB’s Executive Committee, who also serve as the Board of Directors for Worksystems, may not represent, serve on the board of, or work for a public, private for profit or nonprofit Worksystems subrecipient or contractor. Worksystems’ Directors should be especially careful to disclose and avoid conflict of interest situations.