McMinnville | ECONOMIC DEVELOPMENT PARTNERSHIP

City of McMinnville Oregon

8212 Grant Draft Action Plan

Coordination of Sustainable, Localized Workforce Programs

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Executive Summary

The 8212 Grant Action Plan Framework Report focuses on addressing the workforce development needs of McMinnville, Oregon, in the aftermath of the COVID-19 pandemic. Funded by the State American Rescue Plan Act (ARPA) and facilitated through a collaborative effort between the City of McMinnville and the McMinnville Economic Development Partnership (MEDP), the plan aims to enhance local economic prosperity and resilience. The comprehensive strategy involves investing in data-informed workforce development coordination to establish and promote sustainable localized workforce programs, aligned with goals and strategies associated with the MAC-Town 2032 Strategic Plan.

A robust outreach strategy for soliciting stakeholder feedback via surveys and mailers reached more than 1800 businesses, with particular emphasis placed on extending support to marginalized and underrepresented sectors. Additionally, industry and Latinx-focused listening forums further contributed to gathering valuable insights from local businesses, workers, and job seekers.

The findings of the workforce survey highlighted a gap between businesses and local resources, including agencies aimed at connecting them with qualified candidates, and educational institutions capable of linking students with relevant credentials. Additionally, listening sessions underscored concerns regarding employee motivation, dwindling applicant pools, housing shortages impacting recruitment and retention, reliance on strategies adopted during the pandemic, and wage competition.

Significant milestones achieved through this initiative are the establishment of an equitably inclusive action plan, the creation of tailored programs aimed at enhancing workforce accessibility, and strategic promotion of these programs to both employers and the wider community.

The plan is operationalized through a series of immediate deliverables, including:
- Providing support for vacant or understaffed positions at McMinnville-based Healthcare Providers.
- Assisting with the development of a Hospitality & Tourism seasonal hiring event.
- Supporting the development of work-based learning opportunities, including the development of a Skills-Trades Mentorship Program at McMinnville High School.
- Development and maintenance of a one-stop online resource directory to better connect employers and job seekers.
- Continued development and management of a comprehension business database to ensure equitable outreach.
- Formalizing the role of the Workforce Integration Network (WIN) to actively support local businesses, workers, and job seekers by implementing data-driven, action-oriented workforce development initiatives.

In summary, the following report proposes a multifaceted approach to support the post COVID-19 revitalization of McMinnville's workforce and leveraging state funding and collaborative efforts to address the lingering impacts of the COVID-19 pandemic on local businesses and employment sectors. The emphasis on data-driven strategies, equity, and sustainability of programs underpins the initiative's potential to contribute significantly to the region's economic prosperity and resilience.

8212 Grant Action Plan Framework

Grant Overview
City of McMinnville and Oregon Department of Administrative Services (DAS)

Issue: Lack of trained workforce to support local businesses.
Strategy: Invest in data-informed workforce development coordination to develop and market sustainable, localized workforce programs such as specialized training, scholarships, apprenticeships, and internships.

Grant Funding Statement
The McMinnville Business Recovery and Resiliency Plan ("Plan") is a State American Rescue Plan Act ("ARPA") funded project secured by Rep. Ron Noble (HD-24) in the 2021 Oregon Legislative Session. The Plan addresses the ongoing issues related to the impacts of the COVID-19 pandemic. In addition, the Plan supports the community's MacTown 2032 strategic plan goal of Economic Prosperity. This Plan is intended to have enduring value.

Outcomes:
- Implementation of a data-informed and equitable action plan.
- Development of programs that increase access to a trained workforce.
- Marketed programs to employers and the community at large.
- Documented outreach to 1800+ McMinnville businesses and the community-at-large, including underserved and underrepresented businesses and residents most impacted by the COVID-19 pandemic.
- Ensure project sustainability.

Table 1 -Grant Deliverables

Stakeholder Feedback	Resource Directory	Work-Based Learning
Action Step Gather stakeholder input, analyze data, identify gaps in service, and track workforce outcomes.	*Action Step* Develop a directory of local resources for employers, current employees, and job seekers.	*Action Step* Assist in the development of a robust work-based learning system.
Deliverables **Survey/Listening Forums** Analyze the relationship between the COVID-19 pandemic and gaps in employment with local businesses through online survey results and industry-focused and Latinx listening forums. **WIN Advisory Council** Restructure MEDP Workforce Development Partnership Committee to include a robust, diverse representation of industry partners, community organizations, and educational systems. Include industry-specific subcommittees and action groups to address targeted needs within the economic framework and support for underrepresented businesses and job seekers.	*Deliverables* **Website** A comprehensive, online resource hub will offer both employers and job seekers seamless access to a diverse array of educational offerings, industry-recognized certification programs, community support agencies, work-based learning opportunities, and employment resources. This initiative aims to foster a well-connected and integrated network among all stakeholder groups.	*Deliverables* **Work-Based Learning (WBL)** Priority focuses on WBL opportunities through the WIN Advisory Council. Engage K-12, higher education, and industry with increased internships, job shadows, industry tours, guest speaking, and mentorship programs.

Gathering Stakeholder Feedback

MEDP gathered data from public record sources, surveys, interactive listening sessions, and industry meetings. This approach aimed to drive actions and strategies, fostering a deeper understanding of COVID-19's impact on McMinnville's local workforce. Emphasis was placed on investigating effects on the recruitment and retention of skilled professionals, leveraging local resources to facilitate employer-candidate connections, and gauging stakeholder sentiments regarding workforce dynamics. However, there was underestimated stakeholder engagement in both survey responses and interactive sessions. Despite this hurdle, the amassed data and useful feedback assisted in the development of several practical initiatives set to deliver meaningful benefits for both local businesses and workers.

Insights into Employment Trends

The latest data from the State of Oregon Employment Department provides insights into the employment landscape of Yamhill County, Oregon, as of February 2024. With a civilian labor force of 56,683 individuals, the county experienced an unemployment rate of 4.7%, slightly higher than the state average of 4.2% but closer to the national rate of 3.9% during the same period. It's important to note that while this data provides a snapshot of employment trends within Yamhill County, specific data for individual cities within the county, such as McMinnville, is not provided. Nonetheless, this information underscores the dynamic nature of Oregon's county-specific employment sector, with diverse trends observed across different regions.

The state of Oregon saw employment growth in several areas from February 2023 to February 2024, with Eastern Oregon showing the fastest job growth rate at 1.8%. This indicates a dynamic employment landscape across the state, with varying degrees of economic recovery and challenges in different counties and regions. Yamhill County's unemployment rate, while slightly higher than the state average, suggests a relatively stable employment situation compared to areas with higher unemployment rates, such as Crook County, which had the highest unemployment rate in Oregon at 6.1%.

Overall, Yamhill County's labor market appears to be moderately positioned within Oregon's broader economic context, experiencing employment and unemployment trends reflective of statewide dynamics, yet maintaining a level of resilience in the face of economic fluctuations

In Yamhill County, the seasonally adjusted unemployment rate rose slightly from 3.4% in December to 3.6% in January, which was still below the statewide rate increase to 4.1%. The county's employment grew by 70 jobs during the month and has surpassed pre-pandemic levels by 3.4% or 1,220 jobs. Year-over-year, the total non-farm employment increased by 2% or 700 jobs, with the private education and health services industry seeing the most growth. The region reported 9,200 job vacancies in 2023, indicating a decline from previous record highs. Most vacancies required no education beyond high school, and the average hourly wage for all vacant positions was $23.51.

Comprehensive Business Database

Employing a collaborative strategy to tackle the ongoing workforce challenges stemming from the enduring effects of the COVID-19 pandemic, MEDP actively engaged with local workforce stakeholders. The objective was to better understand the needs of employers, employees, and job seekers, ultimately establishing a sustainable support system aimed at fostering economic growth in the city of McMinnville, with special attention to reach underserved and underrepresented populations.

To ensure an equitable, inclusive, and comprehensive approach to data gathering from local businesses, MEDP developed a comprehensive business database. While many business groups maintain their own organizational business contact lists, the lack of a comprehensive McMinnville business registry presented a significant obstacle to effective communication with the business community. In the past, this resulted in a labor-intensive process of reaching out through phone calls, social media, and e-newsletters to connect businesses with critical resources. The pandemic brought into sharp focus the urgent necessity for a unified and equitable system to engage the entire business community.

As a sustainable solution, the Salesforce customer relationship management (CRM) system was successfully purchased and implemented in March 2023. Salesforce, a cloud-based CRM software, is designed to effectively consolidate business and industry data and facilitate the organization of critical research categories, particularly those related to underrepresented and disconnected businesses in McMinnville. This database not only supports ongoing data collection initiatives but also serves as a sustainable means to strategically engage with local businesses in the future.

In Salesforce CRM software, "Accounts" represent companies or organizations, serving as primary records for managing business-to-business relationships, encompassing various details like company information, type of business, ownership designation, number of employees, etc. The Account also monitors a company's North American Industry Classification System (NAICS) code, recognized as the standard by Federal statistical agencies for categorizing business establishments. This classification system facilitates the collection, analysis, and publication of statistical data concerning the U.S. business economy "Contacts," on the other hand, represent individual people within these organizations and are associated with specific Accounts, containing personal and professional details like name, job title, and contact information. The relationship between Accounts and Contacts is one-to-many, enabling users to track interactions, communication history, and engagements at both organizational and individual levels, facilitating personalized interactions and effective relationship management within the CRM system. The database also recognizes "Employers" to include government agencies, and "Businesses" to include both employers and sole proprietors.

It's important to acknowledge that developing the comprehensive database has been a challenging endeavor. Importing data from various sources yielded inconsistent results. Using data from the Oregon Department of Employment (2022) and ESRI GIS data (2023) sets respectively, we can determine the current number of businesses within McMinnville's city limits to be between1,189 (excludes homebased businesses) and 1,456. For purposes of this work, MEDP is using the 1,456 number.

Moving forward, a key priority is to gather up-to-date contact information for every Account, particularly valid emails and mailing addresses. Ensuring the accuracy of NAICS Codes and identifying indicators for underserved and underrepresented business owners are also crucial tasks. Additionally, distinguishing between businesses operated as sole proprietors and those that are home-based is essential. These distinctions will enable future communications and targeted resources to effectively reach the appropriate business models. MEDP will continue to work closely with the Oregon Employment Department to promote consistencies across longitudinal data systems.

Workforce Development Survey

- To increase participation, workforce survey deployment strategies utilized email dispatches, mailers, QR codes, business meetings, social media, direct visits, multilingual materials, and personalized outreach efforts.

- Challenges and responses to survey participation included addressing initial low response rates through targeted word-of-mouth campaigns and personal outreach, alongside extended deadlines, ultimately resulting in a significant increase in participation.
- Insights on business dynamics amid COVID-19 included challenges in recruiting qualified employees amid the pandemic, notably with underutilization of available local resources.

To gain deeper insights into the enduring effects of the COVID-19 pandemic on local businesses, the MEDP Workforce Development Survey was deployed through the web-based Survey Monkey platform. On October 20, 2023, survey links were dispatched via email to 505 local businesses, utilizing completed accounts sourced from the Business database. Additionally, a mailer was sent November 2, 2023, with a survey link and QR code to 1,427 business addresses and additional information was provided on the City of McMinnville's Workforce Development Resources page. To enhance survey promotion efforts, an additional 150 personalized emails were dispatched to targeted businesses, alongside direct visits to approximately 50 businesses with flyers aimed at bolstering participation. All printed promotional materials, social media posts, website information, and survey content were provided in English and translated into Spanish.

During the scheduled progress update at the McMinnville Economic Vitality Leadership Council (MEVLC) meeting on February 14, 2024, it was reported that the survey had only garnered 51 valid responses. Furthermore, it became apparent that participation saw notable increases when additional encouragement was provided within industry circles through word of mouth and targeted individualized emails. In response, the MEVLC unanimously agreed to initiate a more personalized outreach effort.

The survey deadline was extended to February 29, 2024, to bolster participation and gather more comprehensive feedback, and an extensive email campaign and media blitz were coordinated by various local agencies and business leaders. The overarching objective was to engage a broader spectrum of local businesses, fostering their active involvement in this research initiative.

It's noteworthy that Survey Monkey data highlights a commendable 75% completion rate among users who initiated the survey, with an average completion time of 6 minutes and 3 seconds. Going beyond capturing essential demographic information, the survey concentrated on investigating businesses' post-COVID-19 hiring and retention practices. Participants were prompted to share insights into the resources they accessed during periods of employment gaps.

The survey contains a wealth of detailed responses from various businesses, each providing insights into their specific situations and experiences. The survey covers areas such as personal and business contact information, employee data, impacts of the COVID-19 pandemic, and workforce recruitment and retention strategies. Respondents include a range of business types and sizes, and they share their experiences with employee recruitment, changes in employment practices due to COVID-19, and the specific challenges they face in workforce development. The survey presents a comprehensive view of the current business climate and workforce dynamics within the surveyed community (see a demographic breakdown in Figure 1 and Figure 2). Please see Appendix A for summarized responses.

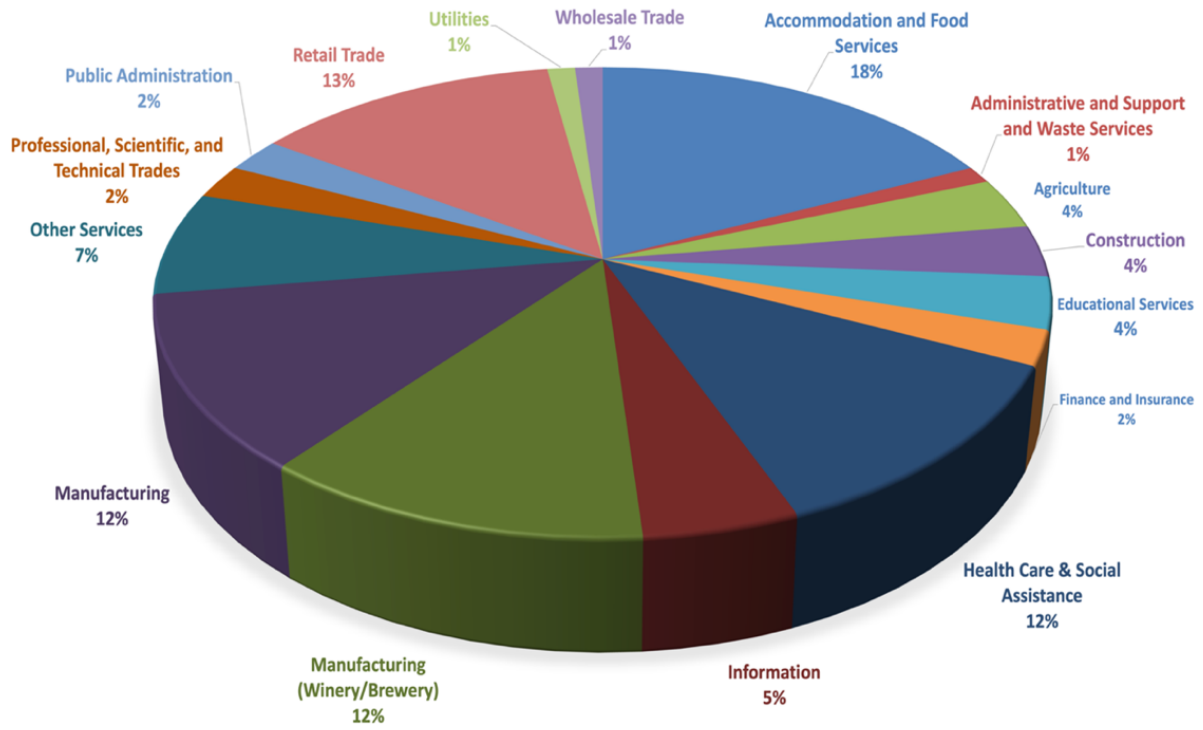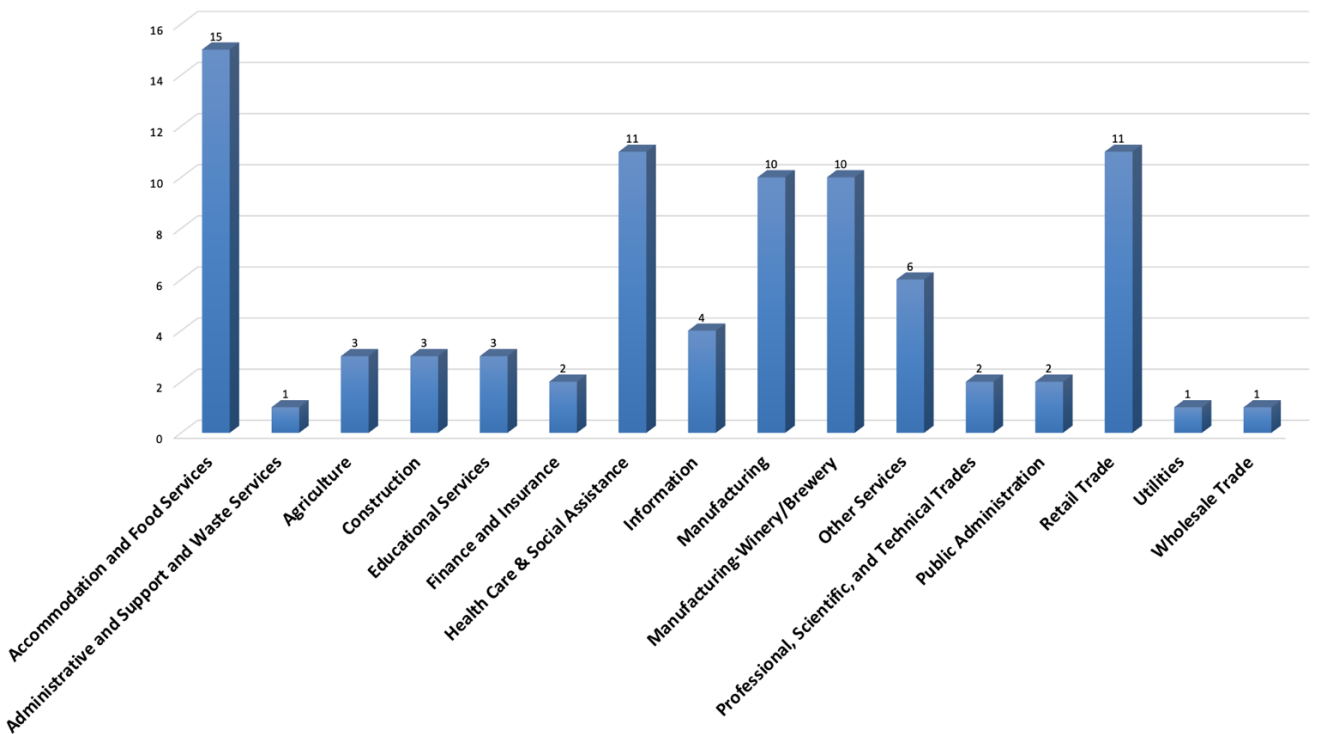## Figure 1 – Percentage of Survey Participants by Industry Sector (NAISCS)

Figure 2 – Number of Survey Participants per Industry Sector (NAISCS)

Number of Particpants Per Industry Sector (NAISCS)

The data collected on the duration of operations revealed a diverse spectrum of business maturity. A substantial portion of businesses in McMinnville (35%) have been in operation for over 30 years, while 20% of respondents have operated for less than 5 years. It's important to note that hiring practices may differ between newer businesses and more established ones, influenced by their developmental stages, organizational structures, and priorities.

A significant number of participants (42%) reported staffing ten or less employees, while 33% indicated more than 50, suggesting varied strategies in their hiring practices. Smaller businesses may prioritize flexibility, adaptability, and a close-knit work culture, often making quick decisions and emphasizing a broad range of skills in their hiring processes. On the other hand, larger companies might have more formalized recruitment processes, specialized roles, and a focus on specific qualifications. While smaller companies may rely on personal connections and a hands-on approach, larger companies might utilize recruitment agencies and comprehensive HR departments.

Nearly 60% of participants acknowledged challenges in recruiting employees amid the COVID-19 pandemic. Surprisingly, slightly over half (51%) of these respondents revealed that they have yet to tap into the available resources designed to bolster their recruitment endeavors. These resources encompass work-based learning programs, support from local, county, or state government, and collaboration with educational systems. Notably, 26% of those facing recruitment challenges did not leverage existing workforce development tools aimed at facilitating their hiring efforts.

Free form survey results indicated businesses faced a myriad of challenges throughout the COVID-19 pandemic. State mandates led to retention issues in workplaces, while regulatory interventions paused government activities and affected remote work management. The significant influx of capital from relief legislation, coupled with extended reporting periods, drastically impacted workforce dynamics, resulting in labor shortages, decreased productivity, and compromised customer service across various sectors.

Despite keeping their workforce employed with government program support (i.e., Paycheck Protection Program), many businesses reported experiencing substantial losses. High turnover rates were exacerbated by numerous job openings, as business owners reported the perception that employees undervalued their positions, leading to decreased attendance and effort. Transportation limitations, like shortened bus routes, hindered staffing for evening and weekend shifts. Additionally, the need for affordable housing, wage inflation, and price hikes further strained businesses.

Survey participants across different industries mentioned having to tell employees not to work, whether they were paid or not, and sometimes even having to lay off workers. In the Accommodation and Food Services sector, this was particularly common, with 35% of respondents reporting such actions. Finding skilled workers was tough, as many applicants wanted more pay than their skill level warranted. School closures added to the staffing challenges, and there was a noticeable trend of workers frequently changing jobs,

Despite offering competitive wages, some businesses observed fewer job applicants. An issue reported by a wine manufacturer highlighted those sensory experiences such as scent, influenced by COVID-19, emerged as a significant hindrance for employees in effectively carrying out their duties. Reduced work hours during the pandemic resulted in burnout among employees, particularly managers. Finally, the shift to virtual meetings posed challenges for visual industries, necessitating safety protocols like mask-wearing during in-person interactions.

While the workforce development survey offered valuable insights into the challenges of post-COVID-19 recruitment and retention of employees, there were missed opportunities to gather additional data

crucial for our research. Notably, the survey lacked a mechanism for participants to articulate their thoughts on potential solutions. In retrospect, incorporating a free-response section would have been beneficial, allowing participants to express their specific needs and propose actionable steps, such as additional funding or policy changes. This approach could have significantly contributed to the development of a more targeted action plan.

Additionally, the survey failed to provide sufficient opportunity for participants to highlight successes in addressing these challenges. It would have been advantageous to incorporate a free-response section, enabling participants to share innovative hiring practices, successful business models, financial initiatives, or scheduling adjustments that facilitated their businesses' survival or growth during and beyond the pandemic. Initially, it was anticipated that these insights could be effectively gathered during organized listening sessions. However, given the limited number of participants in these sessions, integrating such responses into the survey, where participation was higher, could have elicited valuable insights

Focused Listening Sessions

To delve deeper into this issue, a series of industry sector listening sessions (5) were coordinated from December 2023 to February 2024. These sessions provided a platform for business leaders to share additional insights and testimonials that might not have been captured in the workforce survey. Recognizing the potential for more detailed information to emerge through group dynamics and interactions, promotional efforts for the forums were extensive, spanning the News Register, various social media outlets, emails, peer and partner referrals, and Chamber of Commerce Greeters events. Targeted outreach efforts were made to encourage the attendance of underrepresented and disconnected businesses, leveraging partnerships with local business leaders and community resource agencies. Industry sector sessions, focusing on manufacturing, skilled trades, hospitality, and information technology, were hosted at Chemeketa Community College. However, due to inclement weather, the healthcare session was hosted virtually via Zoom.

Outreach to the Underserved, Underrepresented Community

- The significance of including minority business owners' perspectives was recognized, given McMinnville's demographic composition reflecting Latino/a as the largest minority.
- The "2023 State of Oregon Disparity Study" underscored challenges for minority business owners, including underrepresentation and barriers like limited access to capital and networking.
- To better support minority business owners, enhancement of financial support programs, increased networking opportunities, comprehensive business development programs, and policy reforms are recommended.

When planning the listening sessions, it was important to consider the voice of minority business owners. The ethnic breakdown of business owners in McMinnville, Oregon, reflects the city's overall demographic composition. According to the Oregon Employment Department, McMinnville's population is predominantly White (78.4%), with Hispanic or Latinx residents making up 18.5%, Asian residents 1.5%, Black or African American residents 0.4%, and those identifying as two or more races at 11.8%. These demographic patterns suggest that most business owners are likely to be White, with Hispanic or Latino/a individuals representing the largest ethnic minority group among business owners. Specific statistics on the ethnic breakdown of business owners in McMinnville were limited to a database from the Oregon Employment Department.

The "2023 State of Oregon Disparity Study" highlighted several challenges faced by minority business owners in Oregon. These include unique marketplace conditions impacting their success and growth, underrepresentation in state contracts, and disparities between expected and actual business participation in state work. Minority business owners often face barriers like limited access to capital and networking opportunities, impacting their competitive edge. Additionally, the study points out that existing policies and regulations might inadvertently disadvantage these businesses, calling for a reevaluation of the policy and regulatory environment.

To enhance support for minority business owners in Oregon, key areas for improvement include augmenting financial support programs with tailored loans and grants, creating more networking opportunities with established businesses and government entities, and providing comprehensive business development programs focused on mentorship and training in financial management, marketing, and strategy. Additionally, policy reforms are essential to ensure fair access to contracts and opportunities, and increased marketplace awareness can help expand the reach and client base of minority-owned businesses. These measures aim to foster a more equitable and supportive business environment.

Results from Industry-Focused Listening Sessions

- The level of participation in the industry-focused listening session was significantly lower than anticipated.
- Listening sessions in the areas of Healthcare, Hospitality, and Manufacturing were the highest attended.
- Participants identified challenges in recruitment and retention, lack of motivation, wage increases post-COVID, and housing affordability issues, contributing to reduced applicant numbers, interview no-shows, and difficulties in hiring and maintaining staff.

Unfortunately, the industry-focused listening sessions did not achieve the expected levels of attendance. Identifying the precise reasons for this shortfall is challenging. Business leaders often face scheduling conflicts or resource constraints that prevent in-person participation. Moreover, the perceived immediate value of these sessions may not be clear, especially for those with extensive internal programs in place. Such perceptions can hinder social and economic development within the community, highlighting the critical need to enhance collaborative efforts across business sectors.

The Hospitality and Healthcare sessions had the highest turnout, with ten participants each, while the Manufacturing session saw six attendees. However, both the Skilled Trades and Information Technology sessions had only one participant each. To enhance our understanding and gather further insights, scheduling additional one-on-one meetings has been a continued priority. See Appendix E for additional information related to industry partnership engagement.

During the business-focused listening sessions, several overarching themes and concerns consistently resonated among participants. One prevalent viewpoint was the perception that some employees lacked sufficient motivation or incentives for full-time work, often citing eligibility thresholds for government assistance and increased wages post-COVID as contributing factors.

Participants noted a significant reduction in all applicants, with common occurrences of no-shows for scheduled interviews and some job seekers already making hiring demands before applying. Complicating matters was the scarcity of affordable housing for younger workers, which, coupled with the option to reside with their families, diminished the perceived necessity for additional income associated with full-time employment. Certain businesses, particularly in the restaurant industry, persist with a heavy reliance on takeout strategies adopted during COVID. While this pivot helped them

navigate the pandemic, it now poses challenges in hiring and retaining back-of-the-house positions. The increase in tip-generated income has resulted in wage competition issues, further complicating recruitment efforts.

Additionally, recruiting and relocating qualified employees from outside McMinnville posed challenges due to the housing shortage, although there was success in hiring quality candidates in the 40–50-year-old range, particularly those seeking career changes. Participants also expressed concerns about potential workforce migration driven by the need for affordable housing in neighboring communities.

Results from Latinx-Focused Listening Sessions (Employer and Employees)

- The pandemic has exacerbated long-standing employment inequities, leading to mental and physical stressors among Latino workers, impacting their health and productivity.
- Feedback from participants indicates perceived inequities in the workplace for Latino/a employees which have been exacerbated post-COVID-19.
- Meeting the cultural and linguistic needs of Latinx businesses and the workforce community is essential for effective workforce development.

Addressing the cultural and linguistic requirements of the Latinx business and workforce community was essential to the successful design and implementation of programs and services tailored to their unique needs. In recognition of this need, Advanced Economic Solutions Inc. (AES Inc.) was contracted to spearhead the development and management of three additional listening sessions dedicated to the Latinx community.

With a well-established reputation for excellence, AES Inc. brings industry-recognized expertise in crafting and facilitating dynamic focus groups. These sessions are characterized by their hands-on, participant-centered approach, custom-designed to assess the culturally competent workplace needs of Latinx businesses and employees. The sessions encompassed exclusive engagements with Latinx business leaders and employees.

Results of this independent reporting indicate the COVID-19 pandemic has highlighted severe mental and physical stressors for Latino employees, rooted in longstanding employment inequities that have intensified during this time. The wake of COVID-19 has exposed the breadth of discrimination and inequity faced by Latino workers, taking a significant toll on their well-being, with many suffering from chronic health conditions like diabetes, hypertension, and depression. These issues are not just statistics; they represent a significant human toll affecting the Latino workforce's health and productivity.

Feedback from listening sessions and one-on-one meetings highlighted a perceived disconnect between the perceptions of non-Latino managers and the realities faced by Latino employees. For instance, during the COVID-19 pandemic, Latino employees reported inadequate access to protective equipment and expressed a sense that crucial information and safety measures were not adequately communicated to them, thereby leaving them more vulnerable to the risks associated with the virus.

Workplace segregation has also been spotlighted, with Latinas disproportionately placed in low-wage positions that put them at higher risks of injury and job loss, especially during the pandemic. The contraction of COVID-19 became a tangible fear, exacerbating the job insecurity in these roles. Furthermore, Latino workers expressed frustration over the insufficient training and onboarding, especially when promoted to supervisory roles that do not include the necessary preparation or support, which could enhance their performance and safety.

The pandemic's strain extended into family life, as Latino employees grappled with additional family care responsibilities due to a lack of childcare and school closures. This led many to cut work hours, leave jobs, or stop job searching, thereby stunting their economic potential and career progression. Compounded by a sentiment that their contributions are undervalued by management, there is a clear need for better communication and team-building efforts to bridge the divide between Latino employees and their supervisors. Moreover, older Latino workers face even steeper challenges, grappling with cultural and linguistic barriers that alienate them from the broader American work culture and language, increasing their vulnerability to discrimination and health issues, and making them less likely to report workplace hazards.

A comprehensive report is expected from AES Inc. by April 30, 2024. However, interim recommendations have been made to address these issues. For example, fostering a more inclusive workplace environment requires a comprehensive approach involving several key strategies. Firstly, it is critical to develop and implement a cultural competency and equity assessment of workplace environments. This assessment should focus on a wide array of organizational facets, including values, governance policies, program planning and evaluation, communication effectiveness, staff development, resource allocation, and service delivery, to reduce inequities.

In addition to assessment, workplaces should implement health and wellness programs aimed at addressing the traumas and anxieties employees may face, which is vital for their overall well-being. To support a diverse workforce, establishing diversity standards for staff recruitment, retention, and promotion is essential. These standards should reflect the diversity of the communities served, with a special emphasis on enhancing the representation of Latinos in management and upper-level positions, proportional to their presence in the workforce.

Moreover, engaging with diverse community events is a strategy employers can use to build trust and familiarity between businesses and the community. This can be complemented by providing Cultural Competence and Diversity Training for all staff, particularly as part of new employee orientation, and offering specialized training for management to tackle biases and privilege.

Implicit bias training for HR staff and hiring managers can ensure recruitment practices are fair and equitable. Additionally, organizing brown-bag lunch sessions with speakers from diverse backgrounds can promote valuable cross-cultural interactions and learning opportunities.

Finally, mentoring and coaching for Latino employees should also be provided, enhancing their educational and workforce skills, and helping bridge any skills gap. Lastly, it is important to incorporate measures to track cultural competence and to assess the needs of diverse communities through tools like customer service satisfaction surveys and annual employee satisfaction assessments, ensuring the ongoing commitment to an equitable and inclusive workplace.

Addressing the cultural and linguistic needs of the Latinx business and workforce community is crucial for effective workforce development. These interim recommendations stress the importance of fostering inclusivity through cultural competency assessments, health and wellness programs, diversity standards, and training initiatives, alongside community engagement efforts and mentoring programs to bridge skills gaps. Ongoing commitment to assessment and inclusivity is paramount for creating an equitable workplace environment that supports the diverse needs of the Latinx community. Further development of this data into action steps will be collaboratively addressed upon review of the completed report with targeted community groups and the WIN Advisory Council.

Employee and Job Seeker Survey

- The collaboratively developed survey aims to explore workforce challenges from the perspective of employees and job seekers.
- The survey was widely distributed to businesses, through social media, to local agencies, and strategic partners.
- Initial data analysis confirms employees share concerns about mental health in the workplace post-COVID-19***.***

To gain a better understanding of the challenges reported in the business survey and listening sessions, it was deemed essential to gather perspectives directly from both current employees and job seekers. To achieve this, a collaborative effort involving MEDP staff, AES Inc., WorkSource Oregon, and the WIN Advisory Council led to the development of a tailored survey targeting these two groups. The survey's objective is to delve deeper into workforce issues from the perspectives of employees, incorporating insights from business leaders, feedback from Latinx sessions, and responses obtained from an industry-specific online survey.

Flyers and QR codes were designed for the online accessible survey, which launched on March 8, 2024. Email distributions were initiated to reach various stakeholders, including the 85 businesses that responded to the industry-focused survey, as well as Stab Table partners and members of the WIN Advisory Council, with the request to share the survey among their current employees. Additionally, 399 businesses were contacted via email using contact information sourced from the Salesforce Database, and supplementary flyers and QR codes were dispatched. To extend the survey's outreach to potential job seekers, collaborative efforts were made with organizations such as Chemeketa Community College, WorkSource Oregon, Unidos Bridging Community, AES Inc., and Express Employment Professionals, all of whom agreed to disseminate the survey within their respective networks.

The Employee/Job Seeker Survey is set to conclude on March 31, 2024. As of March 25, we have received responses from 26 participants. Preliminary findings from the survey reveal that most respondents reside and work within the McMinnville city limits, predominantly falling within the 45-54 age bracket. Interestingly, a significant portion of participants did not encounter challenges in securing employment post-COVID-19, nor did they lose their jobs due to the pandemic. Many also reported minimal changes to their job responsibilities, indicating a continuation of in-person work. Moreover, initial observations suggest limited engagement with local agencies and programs aimed at skill enhancement within their current roles. Additionally, there appears to be a shared concern regarding employee mental health among respondents. Further analysis will be conducted upon completion of the survey to compare these findings with perceptions from business leaders regarding employee behavior.

Work-based Learning Initiatives

- Work-based learning is crucial for developing a skilled and adaptable workforce, providing hands-on experience that aligns with the needs of the business community, driving innovation and productivity.
- It's essential to support entry-level, incumbent, and re-entry workers, offering them training and upskilling opportunities to ensure their success, competitiveness, and contribution to a diverse and resilient labor force.
- Elevating work-based learning involves creating partnerships with educational institutions and industry stakeholders, engaging local workforce leaders to recruit mentors, and utilizing resources like the YV Careers website to connect with work-based learning opportunities.

Table 2 – Expanded Continuum of Work-based Learning/Worker Models

Career Exploration	Career Preparation	Career Training		Entry Level Worker	Incumbent Worker	Re-entry and Dislocated
Grades 4-9	Grades 9-11	Grades 11-12	Higher Education	Adult Workers		
• Guest Speakers from Industry • Career Fairs • Industry Tours • Career Interest Inventories	• Guest Speakers from Industry • Career Fairs • Industry Tours • Job Shadowing • Career Interest Inventories	• Job Fairs • Industry Tours • Job Shadowing • Internships • Industry Recognized Credentials	• Internships • Pre-Apprenticeships • Apprenticeships • Industry Recognized Credentials	• Internships • Apprenticeships • On-the-Job Training • Industry Recognized Certifications • Skills Training • ESL Support	• Apprenticeships • On-the-Job Training • Industry Recognized Certifications • Supervisory/ Management Training • Higher Education Programs	• Apprenticeships • Reemployment Services • Higher Education Programs • Vocational Rehabilitation

Work-based learning plays a pivotal role in fostering the economic growth of a business community. By actively engaging individuals in practical, hands-on experiences within real workplace settings, businesses contribute to the development of a skilled and adaptable workforce. This immersive approach not only equips participants with industry-specific knowledge and expertise but also hones essential soft skills. As employees gain firsthand experience, they become more proficient and better aligned with the needs of the business community, ultimately driving innovation and productivity. Work-based learning programs serve as a bridge between education and employment, creating a pathway for individuals to seamlessly transition into the workforce while meeting the evolving demands of industries. In essence, the symbiotic relationship between businesses and work-based learning initiatives is a catalyst for sustained economic growth, benefiting both employers and the broader community. Further, it's important for all stakeholders to understand the structure and benefit for each type of experience.

Supporting entry-level workers, incumbent workers, and re-entry workers in communities is vital for fostering economic growth, social mobility, and overall community well-being. Entry-level workers represent the future workforce and providing them with adequate support and opportunities for skill development not only ensures their success but also strengthens the foundation of the labor market. Incumbent workers, those already employed, benefit from ongoing training and upskilling initiatives, enabling them to adapt to evolving job requirements and remain competitive in the workforce. Additionally, supporting re-entry workers, individuals returning to the workforce after a period of absence, promotes inclusivity and reduces barriers to employment, contributing to a more diverse and resilient labor force. By investing in the growth and development of all segments of the workforce, communities can foster greater economic stability, reduce inequality, and create pathways to success for individuals at every stage of their careers. Refer to Table 2 and Appendix B for additional details.

Early engagement is crucial in guiding individuals towards fulfilling and purposeful professional paths. Providing young minds with opportunities to explore various career options at an early stage not only broadens their understanding of diverse industries but also helps them identify and nurture their interests and talents. Early exposure fosters informed decision-making, enabling individuals to make well-informed choices about their educational and career trajectories. It empowers them to set meaningful goals, develop relevant skills, and build a foundation for future success. Moreover, early career exploration can positively impact academic motivation, as students see the practical applications of their learning in real-world contexts.

Work-based learning is also instrumental in supporting underserved populations by offering practical pathways to economic mobility and career success. It provides hands-on experiences that equip individuals with valuable skills and knowledge, empowering them to overcome barriers to employment. For underserved communities, work-based learning serves as a bridge to opportunities, offering real-world exposure, mentorship, and networking connections that might otherwise be limited. By fostering a direct link between education and the workplace, work-based learning helps break the cycle of disadvantage, enabling underserved populations to gain access to meaningful employment, develop marketable skills, and enhance their overall economic prospects.

During recent feedback sessions and professional meetings, another innovative idea to promote work-based learning has surfaced: micro-internships. These short-term, project-based opportunities offer a host of advantages for both students and employers alike. For students, they provide invaluable hands-on experience across various industries, fostering skill development and professional networking without the commitment of a traditional internship. Employers benefit from a cost-effective solution to task completion, leveraging fresh perspectives and talent. Moreover, these compact internships serve as a means for companies to evaluate potential future hires and cultivate a pool of skilled candidates. Notably, local industry partners in sectors like Healthcare and Manufacturing have shown keen interest in the potential of micro-internships to drive candidates into full-time positions, underscoring its value in bridging the gap between education and the workforce. This work-based learning model should be considered by the WIN Advisory Council in future planning sessions.

To elevate work-based learning for our developing workforce, it's important to create partnerships with the McMinnville School District, nearby higher education institutions, and industry stakeholders. A key part of this program is getting local workforce leaders involved. They're crucial for bringing on mentors and building partnerships with businesses that are really into backing this initiative. Additionally, the YV Careers website's Resource Directory will feature a specialized section in the Employer area dedicated to local work-based learning resources, providing an accessible, comprehensive, and current directory of educational entities and agencies to facilitate easy engagement with these vital opportunities.

Immediate Action Plan

- The Immediate Action Plan, developed with the Grant Deliverables in mind and informed by local industry needs as well as data, feedback, and research, is designed to directly address and support the workforce needs that have been negatively impacted by COVID-19.
- Elements of the plan are still under development, and will be reviewed by multiple stakeholder groups, including the WIN Advisory Council.
- Actionable items in the plan will be memorialized to ensure sustainability for future workforce development initiatives.

Feedback from local businesses underscores the enduring challenges posed by workforce needs as McMinnville strives to recover from the economic repercussions of the COVID-19 pandemic. Participating businesses have voiced concerns regarding the scarcity of qualified employees, shifting perceptions about work among employees, and occasional underutilization of local resources for connecting with job seekers.

To address these pressing issues, a set of immediate actionable items has been formulated, aimed at strengthening workforce development in industries experiencing high demand. These initiatives aim to enhance connectivity between employers and job seekers and leveraging critical workforce development resources to drive employment opportunities. Additionally, efforts will be made to

establish support systems that ensure equitable access and outreach to underserved and disconnected stakeholder groups within our community. Please reference Table 2 for additional details.

Support for Healthcare Workers

- The healthcare industry faces ongoing difficulties in recruiting and retaining qualified employees, particularly since the onset of the COVID-19 pandemic.
- Proposed initiatives include providing financial assistance for medical professionals to obtain phlebotomy endorsements, funding entry-level positions to allow for observational learning in hospital units and supporting LPNs in transitioning to RN positions.
- These initiatives aim to address workforce shortages, enhance the quality of patient care, and meet the evolving demands of the healthcare industry.

The local healthcare industry was actively engaged in providing comprehensive feedback through summary responses, listening sessions, and open dialogue in one-on-one meetings. Throughout these interactions, it became apparent that recruiting and retaining qualified employees has presented persistent challenges in the industry, particularly since the onset of the COVID-19 pandemic. These challenges persist and remain a pressing concern for healthcare providers in the community. Moreover, survey responses underscored a notable gap: local healthcare providers lack sufficient connections with local resources to establish robust and sustainable workforce pipelines for vacant positions. This deficiency impedes their ability to effectively address staffing needs and perpetuates the existing recruitment and retention struggles within the industry.

Various actionable items emerged from the listening sessions, with specific feedback highlighted from the Healthcare session. Participants consistently emphasized the shortage of qualified employees, particularly in the nursing field. While some local providers are resorting to employing traveling nurses during Registered Nurse shortages, seeking immediate availability and staffing flexibility while aiming to mitigate burnout and enhance specialized skills, they also report facing higher costs, potential disruptions in patient care, and the ongoing need for staff orientation. Furthermore, reliance on traveling nurses may lead to inconsistencies in patient care and pose long-term challenges to local job markets.

Numerous suggestions were put forth to improve the pipeline of RNs and other qualified healthcare professionals into the local workforce. Among these proposals is the provision of financial assistance for current medical professionals to acquire phlebotomy endorsements, thereby expanding the pool of staff capable of drawing blood. Participants in the listening session emphasized that this initiative would enhance hiring flexibility and scheduling efficiency across healthcare systems. Presently, collaborative discussions are underway with several local healthcare providers and Chemeketa Community College to explore the feasibility of funding a cohort of local candidates to attain this endorsement.

Another suggestion from a local healthcare provider was to fund cohorts of entry-level positions for various medical units at the facility. Allowing entry-level healthcare workers to observe the inner workings of hospital units is vital for their education, career exploration, and professional development. By witnessing different aspects of a department, they gain valuable insights into various medical specialties, understand the interconnectedness of healthcare systems, and improve their coordination and communication skills. This exposure also fosters teamwork among healthcare professionals and encourages continuous learning, preparing them for future career advancements within the healthcare industry. Ultimately, working and observing hospital units in this capacity equips entry-level workers with the knowledge and skills necessary to deliver high-quality patient care and contribute effectively to the healthcare system.

Ideas were also discussed regarding financial support to assist LPNs (Licensed Practical Nurses) in transitioning to RN (Registered Nurse) positions. Advancing from an LPN to a RN offers numerous benefits to healthcare systems. Registered Nurses possess a broader scope of practice, increased autonomy, and enhanced skills, leading to improved patient care and outcomes. With a wider range of responsibilities and expertise, RNs can effectively handle complex medical situations, administer advanced treatments, and make critical decisions. Furthermore, this career progression opens opportunities for leadership roles, career advancement, and higher earning potential. By encouraging LPNs to become RNs, healthcare systems can address workforce shortages, ensure quality care delivery, and meet the evolving demands of the healthcare industry.

Additionally, investing in the professional development of LPNs demonstrates a commitment to ongoing education and career advancement, which can contribute to higher levels of job satisfaction and retention among nursing staff. Overall, providing financial support for LPNs to become RNs can lead to a more highly qualified and motivated nursing workforce, benefiting both healthcare organizations and the communities they serve.

These actionable items will be reviewed and coordinated with the guidance of the WIN Advisory Council, local government agencies, local businesses, and education systems. This initiative seamlessly aligns with the overarching objectives outlined in MAC-Town 2032 Economic Development Strategic Plan 1.5 (expanding efforts in talent attraction and retention), 8.2 (assisting in recruitment and training to fill specific workforce needs), and 8.3 (supporting the expansion of programmatic offerings at local institutions)

Support for Hospitality/Tourism Hiring Event

- Seasonal workers are essential for hospitality and tourism businesses due to their flexibility, cost-effectiveness, and scalability.
- A diverse task force, including key stakeholders from various organizations, has been formed to address the need for hiring local seasonal employees.
- The initiative aims to address short-term hiring needs while establishing a streamlined process for future events, potentially extending beyond seasonal recruitment to encompass year-round employment opportunities.

A specific actionable item that emerged from the Hospitality listening session was the need for assistance with hiring local seasonal employees, which has been increasingly difficult since COVID-19. Hiring seasonal employees is essential for businesses to ensure long-term success due to the flexibility, cost-effectiveness, and scalability they provide. Seasonal workers enable companies to adjust their workforce according to fluctuations in demand, thereby saving on expenses such as salaries and benefits. Their specialized skills complement the existing workforce, enhancing productivity during peak periods. Additionally, seasonal employment serves as a trial period for both employers and employees, facilitating the assessment of performance and fit for potential permanent roles. By maintaining high levels of customer service and reducing the need for overtime among full-time staff, seasonal employees contribute to overall operational efficiency and help businesses navigate seasonal fluctuations effectively.

Based on this feedback, a diverse task force has been formed, comprising key stakeholders such as MEDP, the McMinnville School District, Chemeketa Community College, WorkSource Oregon, and Visit McMinnville. Collaborative plans are currently underway to compile comprehensive job descriptions from eight local establishments including restaurants, hotels, and wineries. These descriptions will serve as the foundation for organizing a meticulously coordinated hiring event tailored specifically for local job seekers.

Across all agency partners, concerted efforts will be directed towards identifying candidates who meet specific age requirements, possess the necessary skills, and hold required certifications for the seasonal positions. Commitments have been established with our education partners and local employment agencies, ensuring that job seekers from all backgrounds have equitable access to opportunities.

The overarching goal of this initiative is twofold: to promptly address the short-term hiring needs of participating businesses, while simultaneously establishing a streamlined process that will facilitate future events. These future endeavors could encompass periodic hiring events catering to diverse industries and extending beyond seasonal recruitment to encompass year-round employment opportunities. Further, this planning process will develop sustainable systems of collaborative roles with local agencies and organizations to organize future hiring events that drive local employment opportunities. This initiative supports the objectives outlined in MAC-Town 2032 Economic Development Strategic Plan 1.5, as it amplifies our efforts in talent attraction and retention, fostering sustainable growth and prosperity within our community.

Support for Skilled Trades Mentorship Program

- Collaboration with K-12 and higher education institutions is crucial for workforce development in skilled trades professions.
- Successful internship initiatives, such as one reported between a local business and McMinnville High School, face scalability challenges due to significant preparatory and implementation efforts.
- To address scalability challenges, a sustainable mentorship model is proposed to integrate seamlessly within the school system.

Partnering with local K-12 and higher education institutions is crucial for skilled trades professions as it facilitates workforce development by shaping the future workforce and addressing skills gaps. By collaborating with schools, trades can introduce students to potential career paths early on, ensuring graduates possess the necessary skills. Additionally, these partnerships promote career awareness, dispelling misconceptions and attracting new talent to the industry. Mentorship programs play a vital role in connecting students with careers by providing them with hands-on experience, guidance, and real-world insights from industry professionals. Through mentorship, students gain valuable skills, knowledge, and networking opportunities, which enhance their employability and readiness for the workforce. Moreover, mentorship programs foster meaningful relationships between students and industry professionals, cultivating a sense of belonging and support that is crucial for career success. By building strong connections between students and careers through mentorship, these partnerships contribute to the overall success and sustainability of skilled trades in an evolving economy.

Findings from the workforce survey reveal that just one-third of Construction businesses and a mere 10% of Manufacturing enterprises engage in collaborative efforts with local education systems for recruitment. Through listening sessions and personal engagements, it became apparent that post-COVID-19, opportunities for work-based learning and partnerships between businesses and schools were limited. Notably, a successful internship initiative was reported between a local business and Career & Technical Education Program Students at McMinnville High School. However, the business highlighted significant preparatory and implementation efforts from its staff, hindering scalability. To address this challenge, a sustainable mentorship model is proposed, designed to integrate seamlessly within the school system, supporting students' CTE curriculum with manageable time commitments from industry professionals. This plan will undergo development with support from the WIN Advisory

Council, ensuring diverse stakeholder feedback and broad applicability across industries and educational settings to foster equitable access.

These actionable items will be reviewed and coordinated with the guidance of the WIN Advisory Council, local government agencies, local businesses, and education systems. This initiative aligns with the overarching objectives outlined in MAC-Town 2032 Economic Development Strategic Plan 4.1 (Ensure workforce availability in trades and other mid-skill positions).

Resource Directory

- The resource directory will compile information on local workforce organizations, education systems, and wrap-around services specifically designed to unite businesses and qualified job seekers impacted by COVID-19.
- Employers can find assistance in job postings, identification of qualified candidates, and information on work-based learning opportunities, catering to diverse needs such as veterans, individuals with disabilities, and minority groups.
- Job seekers will also have access to a directory featuring local community and work-based learning resources, as well as a comprehensive list of local and regional job boards, enhancing access to opportunities.

While online resources linking employers and job seekers are available, they are frequently hard to find or are spread across various websites and agencies. To offer both user groups a more efficient means of connection, a user-friendly web-based directory is being developed. This directory will compile information on local workforce organizations, education systems, and wrap-around services specifically designed to unite businesses impacted by COVID-19 with qualified job seekers. Each resource provider entry will include a concise description and a web link, providing direct access to the resource.

For employers, this directory will serve as a comprehensive hub, offering "one-stop" access to local workforce resource partners. These partners can assist in job postings and the identification of qualified candidates, catering to those with diverse needs such as veterans, individuals with disabilities, the recently incarcerated, and organizations supporting minority groups. Employers will also find information on agencies and educational systems seeking work-based learning opportunities, including internships and apprenticeships. Likewise, job seekers will have comparable access to a directory featuring local community and work-based learning resources, as well as a comprehensive list of local and regional job boards. Analysis of the Latinx Listening Forums will provide further insight into cultural and language integration within the online directory to ensure equitable access of resources.

The resource directory is embedded within the YV Careers website (YVCareers.com). This valuable online platform is part of a workforce initiative developed by members of the Workforce Integrated Network. It was created through the collaboration of several key organizations, including MEDP, McMinnville School District, Unidos Bridging Community, and Chemeketa Community College, which funded the project through their Future Ready Oregon Grant. The platform is designed to address the diverse needs of both the business community, educational institutions, and workforce development organizations, with the goal of supporting the growth of our local workforce.

With the addition of the locally focused resource directory, YVCareers.com serves as a centralized platform that facilitates various aspects of career development. It provides resources for career exploration, assistance in creating resumes, and tools for searching for work experience, internships, job opportunities, and more. Further, this workforce platform is designed to benefit both job seekers and employers in McMinnville by streamlining the process of connecting talent with opportunities and promoting economic prosperity in the area.

Employers will gain access to comprehensive descriptions of local workforce resources, including prominent entities like MEDP, MV Advancements, Unidos Bridging Community, Veteran Affairs, and Willamette Workforce Partnership. Furthermore, they will have the capability to explore partnerships actively seeking to link potential applicants with enriching work-based learning opportunities, featuring organizations such as McMinnville School District, Chemeketa Community College, and Linfield University.

Similarly, job seekers can easily access a variety of local employment resources, including listings compiled by the McMinnville Area Chamber of Commerce, and opportunities available through Wine Jobs, among other noteworthy choices. Job seekers can navigate smoothly through a range of agencies that provide educational programs, internships, and apprenticeships and have convenient access to dedicated links connecting them with the local, county, and state wrap-around agencies. As the web-based directory evolves, it will dynamically incorporate newly discovered resources, programs, and agencies. Regular updates will ensure that information remains current, reflecting changes in programming, location, personnel, and other relevant factors.

The creation of the resource directory is warranted by the statistics showing recruitment challenges among 60% of respondents during the COVID-19 pandemic. Given that over half of these have not utilized available recruitment resources, and 26% have not used workforce development tools, the directory will address this gap by providing easy access to supportive services and learning programs, potentially improving recruitment outcomes for businesses struggling to navigate the current labor market. This initiative aligns with the overarching objectives outlined in MAC-Town 2032 Economic Development Strategic Plan 1.5, as it amplifies our efforts in talent attraction and retention, fostering sustainable growth and prosperity within our community.

Upon the conclusion of the 8212 Grant, establishing a strategy for the continuous maintenance of both the YV Careers website and the embedded resource directory becomes imperative. It is recommended that the WIN Advisory Council, the Economic Vitality Leadership Council, and the City of McMinnville deliberate on the enduring advantages of its value, pinpoint a sustainable funding stream, and appoint a permanent managing partner for the platform. Insights from website analytics and feedback from businesses, employers, and job seekers should serve as guiding pillars in shaping this discourse.

Comprehensive Business Database Management
Ensuring the precision of the business database is paramount in fostering fair and inclusive data collection, as well as promoting local workforce programs and resources. As part of our ongoing commitment, the business database will undergo regular accuracy checks and updates to both accounts and contacts. This ensures equitable outreach and promotion of workforce development initiatives and support. Moreover, we will enhance the database by including additional demographic information to facilitate targeted outreach and support for underrepresented businesses.

Table 3 - Immediate Action Plan (February 29, 2024 – December 31, 2025)

Action	Tasks	Timeline	Outcome	Addressing Impacts of COVID-19	Lead/Partners	Budget $62,299.81 (8212 Implementation Fund (IF)
Support for Healthcare Workers	• Steer workforce development opportunities through the WIN Advisory Council. • Identify entry-level, upskilling and recertification, opportunities for healthcare workers needed to fill vacant or understaffed positions *(Provide outreach to all local healthcare providers for candidates).* • Collaborate with Linfield U to support paid practicums for nursing students.	Various Healthcare programs for entry-level and incumbent workers estimated launch – April 2024 Proposed program as of April 2024:	Provide immediate support for vacant or understaffed positions at McMinnville-based Healthcare Providers. (MacTown 2032 linkage: 1.5 Expand efforts in talent attraction and retention. Proactively Assist Growth in Education, Medicine, and Other Science: 8.2 Assist in recruitment and training to fill specific workforce needs. 8.3 Support the expansion of programmatic offerings at local institutions.)	Stakeholder feedback indicates a post-COVID-19 shortage of qualified healthcare workers.	LEAD: MEDP Workforce Contractor PARTNERS: Willamette Valley Medical Center, Chemeketa CC, Linfield University, McMinnville Healthcare Partners, WIN, WWP, WorkSource OR, Express Employment	TBD Matching funds TBD Cost per participant Completion rate TBD Rationale for future programming (all learning) Estimated use of 8212 IF: $ _____

Table 3 – (Continued)

Action	Tasks	Timeline	Outcome	Addressing Impacts of COVID-19	Lead/Partners	Budget $62,299.81
Support for Hospitality/Tourism Hiring Event **	• Support industry requested Hospitality/Tourism seasonal hiring event. • Assist with business outreach to determine participants. • Assist with developing event. • Data analysis • Develop playbook for future opportunities. • Memorialize relationship with Visit McMinnville	Proposed Program: Hiring Event – May 2024	Provide seasonal workers for local businesses/provide seasonal jobs for local job seekers. (MacTown linkage: 1.5 Expand efforts in talent attraction and retention.)	Feedback from the hospitality industry listening sessions highlights a shortage of qualified applicants post-COVID-19, essential for sustaining business operations at peak levels during the summer months.	LEAD: MEDP Workforce Contractor PARTNERS: Chemeketa CC, Linfield U, Visit McMinnville, MDA, Local Business, Local Government Agencies, WIN, WorkSource Oregon	TBD In discussion with Visit McMinnville – pending Estimate use of 8212 IF:
Support for Skills Trades Mentorship Program **	• Support development of industry requested skills-trades Mentorship Program at McMinnville High School CTE Programs • MSD – memorialized to continue work, embedded	Mentorship Program to Launch August 2024	Develop an innovative mentorship initiative that bolsters CTE programs, prioritizing sustainability while minimizing disruptions to both workers and businesses. (MacTown linkage: 4.1 Ensure workforce availability in trades and other mid-skill positions.)	Stakeholder feedback indicates a post-COVID-19 shortage of qualified skilled trade workers, indicating a need to increase work-based learning opportunities and partnerships with local CTE programs.	LEAD: MEDP Workforce Contractor PARTNERS: MW&L, Local Businesses, McMinnville High School, WIN	Future recommendation section for ongoing sustainability (WIN, industry led) Estimate use of 8212 IF: 0 %

Table 3 – (Continued)

Action	Tasks	Timeline	Outcome	Addressing Impacts of COVID-19	Lead/Partners	Budget $62,299.81
Resource Directory housed on the Job Board **	• Launch Directory/Job Board on YV Careers website. • Complete development of online resource directory • Actively seek additional resources for directory • Market resource directory to employer and job seeker stakeholder groups	Launch date – March 2023 ^	Provide a one-stop, online resource for businesses to find workforce programs and assistance. Data will be collected by user access of the webpage. (MacTown linkage: 1.5 Expand efforts in talent attraction and retention.)	Equitable access to workforce resources post-COVID is vital for facilitating economic recovery by assisting in adapting to changing job market demands.	LEAD: MEDP Workforce Contractor PARTNERS: WIN Advisory Council Task Force, Local/Regional/ State Workforce and Educational Groups	*Estimated use of 8212 IF: 0%*
Comprehensive Business Database Management **	• Ensure account and contact information is accurate within the Salesforce Database • Continue to add additional contacts to McMinnville-based accounts to ensure efficient flow of communication.	Complete by October 2024; integrity maintenance ongoing	Maintain a comprehensive and inclusive directory of McMinnville businesses to ensure equitable and effective distribution of workforce resources. (Data is within many elements of MacTown 2032 ED Strategic Plan)	A directory is essential for efficiently matching job seekers with employment opportunities, assisting local businesses in finding qualified candidates for their recovery efforts, and ensuring equitable access to job placement and training resources.	LEAD: MEDP Workforce Contractor PARTNERS: Stable Table Partners/City of McMinnville/WIN Advisory Council	*Estimated use of 8212 IF: 0%* Will need to determine ongoing support and funding for this program.

** Support and/or Implementation by the current workforce development contractor.

^ *Maintenance will be ongoing with* Community Brands Intermediate, LLC.
Subscription - 3 Years of Monthly $600 Flat Fee* Start: 8/2023 End: 7/2026
YV Careers website was financed by Chemeketa CC outside the scope of the 8212 Grant. Figures reflect maintenance costs for future use.

Future Recommendations

- A dedicated workforce development position is essential for driving economic development, supporting local businesses, and empowering individuals to thrive in a skilled and resilient workforce, thus contributing to long-term growth and prosperity amidst changing economic conditions.
- Expanding the scope and reach of the Workforce Integration Network (WIN) allows for broader engagement with industry partners and local organizations, enabling a comprehensive understanding of the needs of businesses, educational systems, employees, and job seekers.
- Utilizing data-driven approaches provides objective insights into workforce trends, challenges, and opportunities, guiding informed decision-making, targeted interventions, resource allocation, and efforts to address disparities, ultimately fostering accountability and transparency in workforce development endeavors.

This section delineates a series of forward-looking recommendations aimed at further enhancing McMinnville's strategic workforce development initiatives that should be considered after the 8212 grant closes in December 2025. Planning should begin now to create a seamless initiative. Building upon the foundational efforts and successes outlined in previous segments, these recommendations are designed to propel the community towards greater economic vitality and workforce equity. They encompass a broad spectrum of actions, including the expansion of collaborative partnerships, the integration of innovative technologies for data analysis and stakeholder engagement, and the implementation of targeted outreach strategies to support underrepresented groups.

The proposed recommendations are guided by the principles of inclusivity, sustainability, and agility, ensuring that McMinnville remains responsive to the evolving needs of its labor market and economic landscape. By prioritizing these strategic actions, McMinnville can solidify its position as a leader in workforce development, fostering a community where every individual can thrive in a dynamic and inclusive economy.

Strategic Workforce Development Support/Partnership Efforts

- Investing in a dedicated Workforce Development Coordinator is essential for McMinnville's long-term resilience.
- The restructuring of the Workforce Integration Network Advisory Council (WIN) to serve as a cornerstone for driving innovation in workforce development in McMinnville.
- The commitment of the WIN to promote social cohesion and equity by fostering inclusivity, diversity, and equal opportunity for all community members.

Having a dedicated Workforce Development Coordinator is a strategic investment with multifaceted benefits that directly address the unique needs and challenges faced by the local community. This position can play a pivotal role in stimulating economic growth by collaborating with local businesses, educational institutions, and government agencies to identify emerging industries, skill gaps, and training needs. The coordinator can assist in promoting career advancement opportunities, mentorship programs, and support for continuing education. They can also facilitate partnerships between schools, colleges, and businesses to assist in developing relevant curriculum, apprenticeship programs, and internship opportunities that bridge the gap between education and employment. By empowering individuals with the skills and resources they need to succeed, the Workforce Development Coordinator contributes to the overall well-being and prosperity of the community. In summary, this investment is vital for the long-term resilience of McMinnville.

The Workforce Development Coordinator will play a crucial role in spearheading a collaborative, structured, and sustainable system for economic growth. Additionally, fostering a culture of collaborative workforce development is essential for nurturing the economic vitality of a community. The establishment of a dedicated workforce development group in McMinnville will be instrumental in addressing the intricate challenges and opportunities within the local labor market and evolving workforce landscape. Formally branded the MEDP Workforce Development Partnership, the Workforce Integration Network Advisory Council (WIN) will serve as the cornerstone for driving innovation in workforce development in McMinnville (see Appendix D for current membership). Moreover, it will operate as an action-oriented body guided by data analysis, inclusive practices, collaboration, and measurable outcomes. The Workforce Development Coordinator will serve as the principal leader of the WIN, facilitating meetings and focus groups, and assuming responsibility for reporting its data-driven outcomes.

The restructuring of the WIN will embrace a comprehensive approach, encompassing analysis of workforce issues, determination of action plans, development of strategies, monitoring of progress, review of results, and reflection on data-driven outcomes (refer to Figure 2). Acknowledging that effective workforce development demands involvement from diverse stakeholders—employers, educational institutions, government bodies, community organizations, and individuals—the council will seek to harness collaborative efforts in crafting inclusive strategies that benefit both employers and job seekers. Despite the current council's diversity, there is a noticeable lack of representation from industry representatives. Additional outreach to business leaders will be paramount.

To encourage diversity and engagement, the council will introduce Industry Sub-Committees and Taskforces. These specialized groups will complement the overarching structure, ensuring agility in addressing specific projects as needed, while the core council continues to steer overarching initiatives. By pooling resources and expertise, the WIN will be more efficient and effective in its initiatives. This can include initiatives in specific industry sectors, support within other agencies, leveraging funding opportunities, coordinating training programs, but most importantly avoiding duplication of efforts. This structure allows stakeholders to achieve more collectively than they could individually.

By increasing the scale of outreach, the WIN will be more responsive to local needs and priorities. By engaging directly with employers and job seekers, the group can tailor programs and outcomes to address specific challenges and opportunities within the labor market. The group will also serve as a system of innovation and adaptation. As the local economy changes, the group will provide a platform for experimenting with new approaches, piloting innovating programs, and adapting strategies based on data, feedback, and evaluation. This culture of continuous improvement will allow our community to remain agile and resilient in the face of potential economic disruptions.

Promoting social cohesion and equity will be a central focus of the WIN, striving to foster inclusivity, diversity, and equal opportunity for all community members. This commitment entails actively seeking feedback on workforce issues from a diverse array of employers and individuals representing both the current and emerging workforce. Additionally, the WIN will prioritize addressing workforce challenges that disproportionately impact our most vulnerable citizens and underrepresented businesses. By ensuring universal access to education, training, and employment opportunities, the WIN aims to diminish disparities and cultivate a more inclusive economy.

While the WIN will produce various action-based outcomes through collaborative efforts, prioritizing work-based learning initiatives will be paramount for the group. As highlighted earlier, such initiatives significantly enhance workforce skills and adaptability by offering practical experiences in authentic workplace environments, thereby fostering economic growth within the business community. Ensuring a

diverse array of opportunities with local businesses is crucial to accommodating the emerging local workforce, emphasizing the need to expand available options (see Appendix B). The Workforce Development Coordinator and the WIN will focus on targeted outreach efforts as a priority.

Figure 3-Proposed WIN Advisory Council Workflow Chart
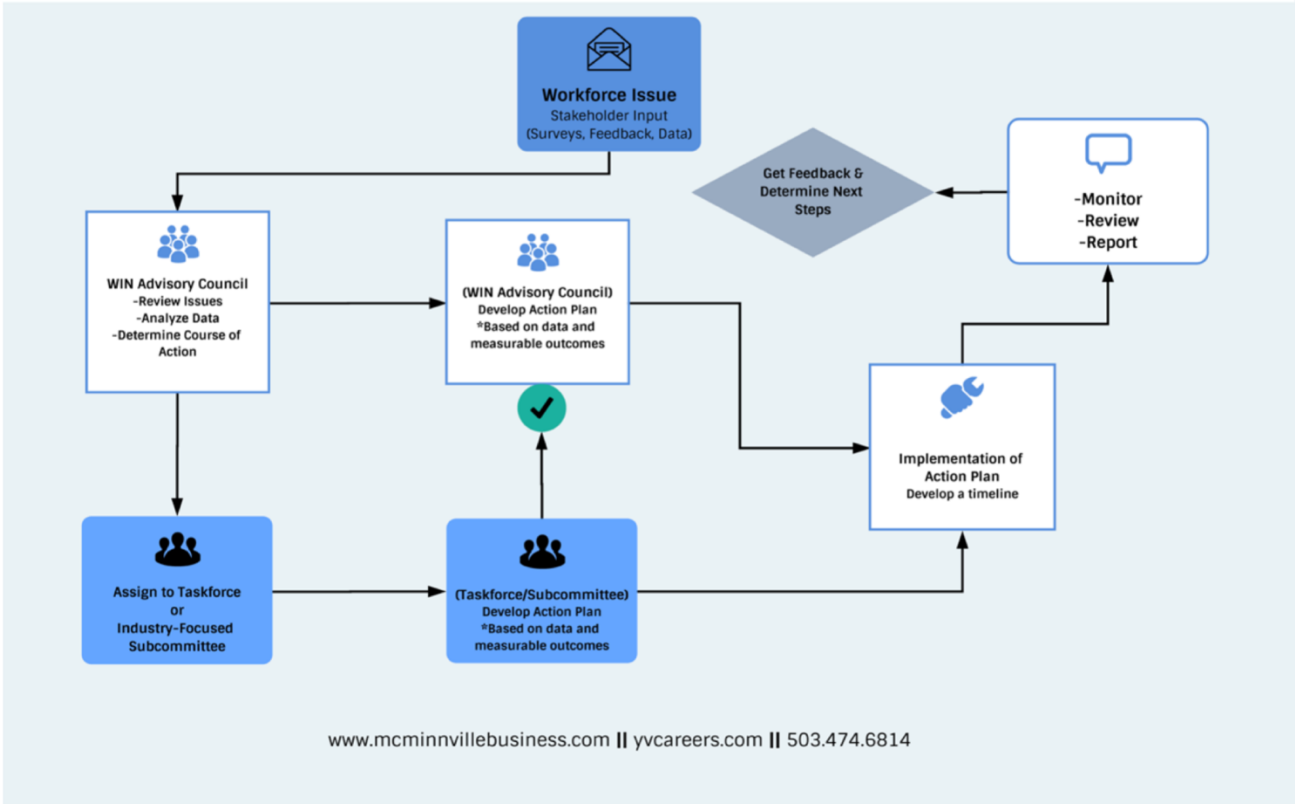
Establishing a Workforce Development Position

When establishing a workforce coordinator position and program, it's necessary to engage in collaborative efforts involving various stakeholders such as workforce partners, economic development leaders, community-based organizations, and key stakeholders. This collaborative approach allows for the integration of diverse perspectives, ensuring that the hiring process reflects the collective needs and priorities of the community. By involving multiple stakeholders, a comprehensive assessment of workforce development needs, challenges, and opportunities can be conducted, leading to a deeper understanding of the local workforce landscape. Moreover, collaboration fosters stakeholder buy-in and ownership of the workforce development position and program, increasing support and participation in implementation efforts. Additionally, collaboration facilitates resource mobilization, enabling the pooling of funding, expertise, and support to attract qualified candidates and develop innovative workforce solutions. By promoting a holistic approach to workforce development and building sustainable partnerships, collaborative efforts ensure that workforce initiatives are effective, inclusive, and capable of driving economic prosperity and social equity in the community over the long term. This can be accomplished by determining a hiring committee for the position.

It's recommended that MEDP first conducts a comprehensive needs assessment involving input from key stakeholders such as local businesses, educational institutions, government agencies, and community organizations to identify the specific workforce development needs and challenges faced by the city. Through surveys, interviews, and focus groups, businesses provide insights into skill gaps and recruitment challenges, while educational institutions offer perspectives on the alignment between educational offerings and employer needs. Government agencies contribute data on employment trends and available resources, ensuring alignment with broader economic development goals, while community organizations highlight challenges faced by marginalized populations. This collaborative approach ensures a holistic understanding of workforce dynamics, laying the groundwork for effective workforce programs tailored to the city's unique needs and priorities.

Next, the hiring committee should consider developing a comprehensive job description for the Workforce Coordinator role, aligning it with identified needs and objectives. This involves articulating responsibilities, qualifications, and expectations, such as collaborating with stakeholders, devising workforce programs, and executing strategies to tackle workforce hurdles. Additionally, it's important to incorporate input and priorities from workforce partners, economic development leaders, and other stakeholders to ensure the job description accurately reflects their perspectives and requirements.

Next, a comprehensive recruitment strategy for the Workforce Coordinator position should take place, utilizing diverse channels such as online job boards, professional networks, and local organizations to attract qualified candidates, particularly those with experience in workforce development, economic development, community engagement, and related fields. Simultaneously, the hiring committee should establish the hiring process. The committee will review applications and resumes against the job description, conduct interviews with chosen candidates to evaluate their suitability, skills, and experience, and importantly, involve stakeholders throughout the process to ensure alignment with the community's workforce development objectives and priorities.

Once selected, MEDP should assist the new Workforce Coordinator in crafting and executing programs aligned with identified objectives. Continuous monitoring and evaluation of program outcomes are imperative to ensure they meet the community's workforce development goals, with flexibility to adjust strategies in response to evolving challenges and opportunities. Establishing mechanisms for ongoing feedback and evaluation is crucial, involving stakeholders in regular reviews to identify areas for improvement and innovation. Adaptation of strategies based on feedback, data analysis, and evolving community needs is vital for ensuring the long-term success and impact of workforce development efforts.

Future Data Analysis

- Data analysis enables stakeholders to make informed decisions about resource allocation and strategy implementation to effectively address workforce needs.
- Data-driven approaches allow stakeholders to identify specific areas of concern within the workforce, such as underrepresented demographics or industries experiencing rapid growth.
- Determining a systematic way to collect and analyze data will be a critical task for the Workforce Development Coordinator.

Using data as a primary factor when addressing workforce issues is crucial for several reasons. Data provides objective insights into the current state of the workforce, including trends, challenges, and opportunities. By analyzing data, policymakers, employers, and educators can make informed decisions about where to allocate resources and which strategies to implement to address workforce needs effectively. Data analysis allows stakeholders to identify trends and patterns within the workforce, such

as skill gaps, labor shortages, or shifts in industry demands. Understanding these trends helps in forecasting future workforce needs and developing proactive strategies to meet them.

Data-driven approaches also enable stakeholders to target interventions where they are most needed. By identifying specific areas of concern, such as underrepresented demographics or industries experiencing rapid growth, stakeholders can tailor programs and initiatives to address these challenges effectively. Limited resources necessitate efficient allocation to maximize impact. By focusing resources on strategies supported by data, stakeholders can optimize the use of available funds and resources.

Additionally, data can reveal disparities and inequities within the workforce, such as unequal access to education, training, or employment opportunities. By identifying and addressing these disparities, stakeholders can work towards creating a more equitable and inclusive workforce system that benefits all members of the community. Using data promotes accountability and transparency in workforce development efforts. By making data readily available to stakeholders and the public, organizations and policymakers can demonstrate their commitment to evidence-based decision-making and track progress towards stated goals.

To facilitate data collection for initiatives concerning the Workforce Development Coordinator and the WIN, it is crucial to employ a tool or method that can efficiently engage strategic stakeholder groups and offer analytics for the swift and effective development of plans and outcomes. The Workforce Development Coordinator must prioritize exploring data collection tools to ensure that research, stakeholder feedback, and data can be seamlessly utilized to propel workforce development projects and initiatives both in their daily tasks and within the WIN Advisory Council.

Management and Marketing of Online Directory Resources
To provide businesses and job seekers with the latest resources, the Workforce Development Coordinator will collaborate with YV Careers website developers to uphold an accurate and user-friendly experience for employers and job seekers. The focus will be to strategically add new resources to the directory, verify the accuracy of existing ones, and align links with their respective websites. The workforce development contractor will proactively seek out additional resources through networking with local businesses and collaboration with educational institutions, government agencies, and local wrap-around services.

Ensuring the YV Careers resource site maintains its prominence as a pivotal hub for both employers and job seekers is of utmost importance, and a strategic promotional campaign is poised to amplify its visibility. While the site boasts a robust job board and an extensive career planning portal, the user-specific resource page adds a valuable dimension by offering a timely list of locally based agencies for more personalized connections.

Marketing and promotion of the YV Careers website will be an important part of the tool's success. The Workforce Development Coordinator, in conjunction with the WIN Advisory Council, will take the lead as the primary promoter, orchestrating efforts across social media, press releases, and printed promotions for the YV Careers website, encompassing the resource directory. MEDP is committed to working closely with existing and emerging business partners to champion this valuable tool. Concurrently, the Workforce Development Coordinator will actively collaborate with K-12 and higher education partners to encourage user registration, particularly targeting those identified as emerging workforce candidates.

This multifaceted strategy not only aims to boost the site's utilization by potential job seekers but also seeks to heighten business participation by generating interest in posting available jobs. Moreover, the targeted activities on the website will serve as a valuable data tool, allowing us to effectively gauge and measure user engagement. Together, these initiatives will contribute to the sustained success and impact of the YV Careers resource site.

Continued Business Database Management
As highlighted earlier, the use of a thorough and accurate business database is crucial for fostering equitable and inclusive data collection and promotion of local workforce programs and resources. To enhance stakeholder communication efficiency, the Workforce Development Coordinator will oversee the Salesforce customer relationship management system's integrity. This entails tasks such as adding new accounts and contacts, ensuring precise updates to existing files, and curating essential reports that are in line with the objectives of workforce development initiatives. Further, additional demographics will be maintained to ensure appropriate, targeted outreach and support to specific underrepresented businesses.

In conclusion, the recommendations outlined in this report serve as a roadmap for advancing McMinnville's strategic workforce development initiatives towards greater economic vitality and workforce equity. By building upon existing successes and embracing principles of inclusivity, sustainability, and flexibility, McMinnville can position itself as a leader in workforce development, fostering a dynamic and inclusive economy where every individual has the opportunity to thrive. Through collaborative efforts, guided by data analysis, and supported by dedicated leadership, the community can address workforce challenges, promote social cohesion and equity, and ensure the effective management and marketing of resources. By prioritizing these strategic actions, McMinnville can pave the way for a resilient and prosperous future for all its residents.

Table 4 - Future Recommendations (Long-Term 2026 – 2032)

Strategy	Goal	Outcomes	Tasks	Budget	Lead/Partners	Funding
Sustainable Workforce Integration Network	Support/ Partnership Efforts and staff WIN	Elevate McMinnville's workforce development system through a data driven collaboration with local businesses, educational institutions, economic development organizations, and government agencies to identify emerging industries, address skill gaps, and ensure equitable access to training needs, while facilitating promotion of career advancement opportunities, mentorship programs, and support for continuing education for citizens at all career stages. (MacTown linkage: 2.1 Enhance education and workforce development, build career pathways and provide adult skills training. 5.4 Create new talent pipelines for tech-related occupations.)	• Develop a sustainable funding model. • Hire full-time Workforce Development Coordinator. • Implement structures within the WIN Advisory Council to support minority-owned business. • Expand the participation in the WIN Advisory Council to include a diverse representation of industry sectors, cultures, underserved populations, and genders. • Increase the frequency of work-based learning initiatives within the WIN Advisory Council to better connect McMinnville businesses with the emerging local workforce. • Manage resources on YVCareers Directory • Actively seek additional resources for YVCareers Directory • Maintain tracking of key workforce data to inform the goals and actions of the WIN Advisory Council. • Pursue grants and partnerships with the WIN. • Grant Procurement • MacTown ED Strategic Plan items related to workforce	*Recommendation: Hire MEDP Workforce Development Coordinator Full-time, Limited Duration (based on annual funding) Non-exempt position plus full benefits package.* *Job Board & Resource Directory $7000 Annual Maintenance Fee**	LEAD: MEDP PARTNERS: WIN Advisory Council, MSD, Linfield U, Chemeketa CC, EVLC, Unidos, Local/Regional/ State Workforce Groups	TBD

*Maintenance subscription is with Community Brands Intermediate, LLC. YV Careers website was financed by Chemeketa Community College outside the scope of the 8212 Grant. Recommendation is for the WIN, EVLC and City of McMinnville determine funding strategy beyond Chemeketa's contract, ownership of management for the directory, and the long-term benefits of its worth.

Table 4 – (Continued)

Strategy	Goal	Outcomes	Tasks	Budget	Lead/Partners	Funding
Data Driven Decision Making	Future Data Analysis	Ensure that workforce goals, initiatives, and programs are data-driven and developed in consultation with stakeholders, with measurable outcomes that directly benefit both local businesses and residents. (Data is within many elements of MacTown ED Strategic Plan)	• Regular primary data collection • Data sources from ODE • Workforce Development Coordinator will investigate and recommend data collection methods and/or platforms	N/A	LEAD: MEDP PARTNERS: WIN Advisory Council, Local Stakeholder Groups, Thought Exchange	TBD
Efficient Communication and Data Reporting	Business Customer Relations Management System (Database)	Maintain a comprehensive and inclusive directory of McMinnville businesses to ensure fair and effective distribution of workforce resources. (Data is within many elements of MacTown ED Strategic Plan)	• Ensure data integrity within the Salesforce Database. • Continue to add additional local accounts and contacts to ensure efficient and equitable communication. • Continued analysis of datapoints within the system. • Complete by April 2025; integrity maintenance ongoing	Ongoing cost $5,500/Annual Est. (Subscription Cost Only) *The database platform is paid through March 2026.* *Additional costs for management are included in the Workforce Coordinator Job Description.*	LEAD: MEDPI PARTNERS: WIN Advisory Council, Stable Table Partners, City of McMinnville.	TBD

Recommended Next Steps

These recommended next steps are designed to build on the progress made thus far and ensure a strategic, coordinated approach to workforce development in McMinnville, Oregon, with a focus on inclusivity, sustainability, and adaptability to changing economic conditions.

1. **Review and Implementation of Immediate Action Plans:** Prioritize the immediate action items detailed in the plan, focusing on supporting healthcare workers, hosting hospitality/tourism hiring events, developing a skilled trades mentorship program, and enhancing the resource directory. Each initiative should be closely monitored for effectiveness, with adjustments made based on outcomes and feedback and memorialized for improvement and replication.
2. **Expand Workforce Development Initiatives:** Build upon the foundation laid by immediate action plans by expanding the scope and reach of workforce development initiatives. This includes broadening the industry sectors covered, increasing engagement with underrepresented groups, and leveraging data to inform strategic decisions.
3. **Further Collaborative Partnerships with Educational Institutions and Workforce Groups:** Enhance collaborations with K-12 and higher education institutions to align educational programs with current and future workforce needs. Focus on expanding work-based learning opportunities, as well as programs supporting job seekers, incumbent workers, and dislocated workers.
4. **Establish Data-Driven Decision Protocols:** Continue to leverage data analytics to guide workforce development strategies, especially within the WIN Advisory Council. This involves regular collection and analysis of data related to employment trends, skills gaps, and program outcomes to inform policy and programmatic decisions. This includes regularly evaluating the effectiveness of workforce development programs and initiatives. Use feedback and outcome data to make informed adaptations, ensuring that programs remain responsive to the evolving needs of the workforce and the local economy.
5. **Promote Inclusivity and Diversity in Decision-Making and Outreach:** Ensure that workforce development initiatives are inclusive and reach a diverse audience, including underrepresented and marginalized communities. This involves targeted outreach and developing programs to address specific barriers to employment and advancement, as well as collaborating with local organizations supporting minority, underrepresented, and disconnected groups.
6. **Resource Directory Maintenance and Enhancement:** Regularly update the online resource directory to ensure it remains a valuable tool for employers and job seekers. This includes adding new resources, verifying existing information, and promoting the directory to increase its utilization.
7. **Marketing and Awareness Campaigns:** Implement strategic marketing and awareness campaigns to raise the profile of workforce development programs and resources. Use various channels, including social media, community events, and local media, to reach a wide audience.
8. **Expand Industry Engagement in the WIN:** Expand industry engagement to foster greater equity and inclusivity, ensuring that initiatives cater to the diverse needs of the community, with special attention to marginalized and underrepresented groups. By boosting participation, industry engagement can enhance community and economic resilience, fostering a collaborative approach to endeavors.
9. **Sustainability and Funding:** Develop a sustainable funding model for ongoing workforce development efforts. Explore potential sources of funding, including government grants, private sector partnerships, and philanthropic contributions.
10. **Collaboratively Explore the Need for a Permanent Workforce Development Coordinator Position**: To ensure continuity and focus on workforce development efforts, establish a dedicated position responsible for coordinating these initiatives. This role should involve close collaboration with local businesses, educational institutions, and community organizations.

Appendix A

MEDP Workforce Development Survey Questions/Data Analysis

1. Please provide your first name.
2. Please provide your last name.
3. Please provide your phone number.
4. Please provide your email address.
5. Please provide the name of your business.
6. Please describe your position at the business.
7. How long has your business been in operation.
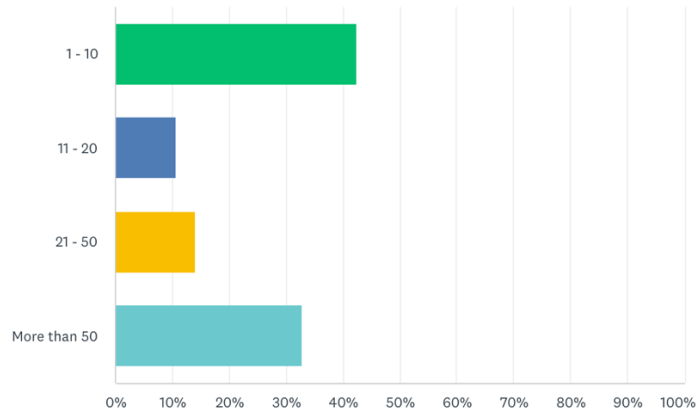
Answered: 85   Skipped: 0
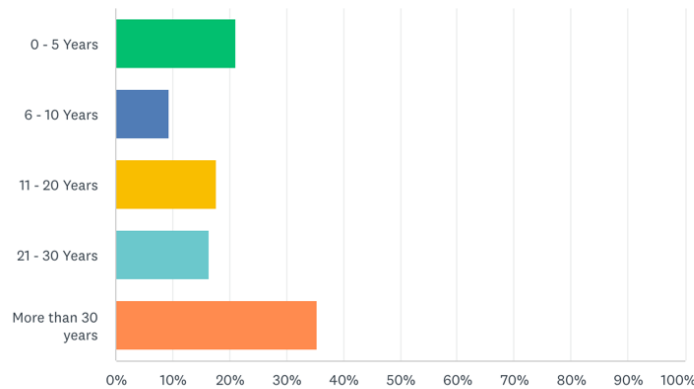
ANSWER CHOICES		RESPONSES	
▾ 0 - 5 Years		21.18%	18
▾ 6 - 10 Years		9.41%	8
▾ 11 - 20 Years		17.65%	15
▾ 21 - 30 Years		16.47%	14
▾ More than 30 years		35.29%	30
TOTAL			85

8. Please provide the type of business or NAICS code. *(See Figure 1)*
9. Please enter your business' (physical) street number and name.
10. Please enter your business' (physical) city.
11. Please enter your business' (physical) state.
12. Please enter your business' (physical) zip code.
13. Do you have a different mailing address?

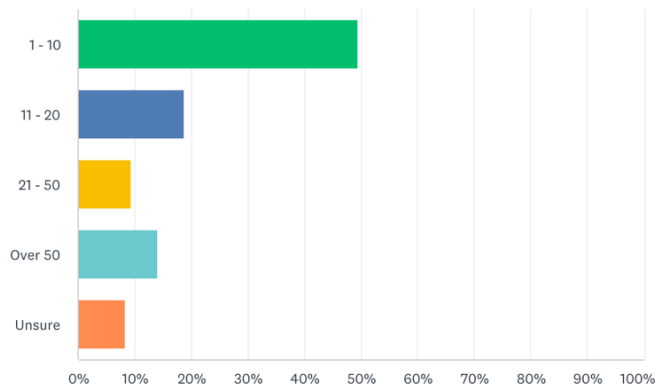14. How many people does your business employ?

Answered: 85   Skipped: 0

ANSWER CHOICES	RESPONSES	
1 - 10	42.35%	36
11 - 20	10.59%	9
21 - 50	14.12%	12
More than 50	32.94%	28
TOTAL		85

15. What are the current number of employee vacancies?
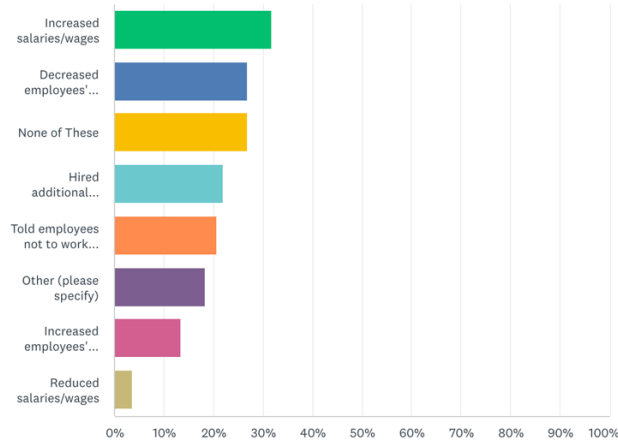16. How many of your employees reside in McMinnville?

Answered: 85   Skipped: 0

ANSWER CHOICES	RESPONSES	
1 - 10	49.41%	42
11 - 20	18.82%	16
21 - 50	9.41%	8
Over 50	14.12%	12
Unsure	8.24%	7
TOTAL		85

17. As a result of the COVID-19 pandemic, what changes were made to employment or payroll at this business location? (Select all that apply)
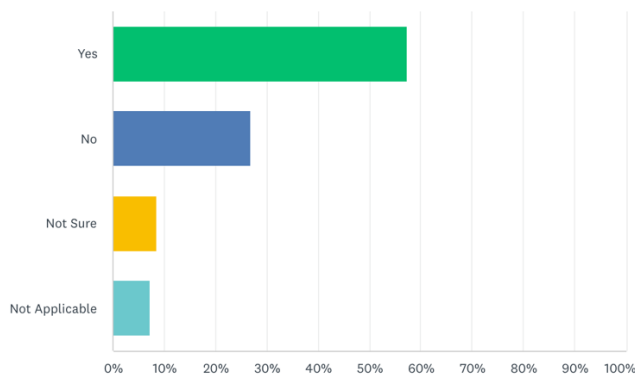
ANSWER CHOICES	RESPONSES	
Increased salaries/wages	31.71%	26
Decreased employees' hours of work	26.83%	22
None of These	26.83%	22
Hired additional employees	21.95%	18
Told employees not to work (with or without pay). This could have included employees being laid off or furloughed.	20.73%	17
Other (please specify) Responses	18.29%	15
Increased employees' hours of work	13.41%	11
Reduced salaries/wages	3.66%	3
Total Respondents: 82		

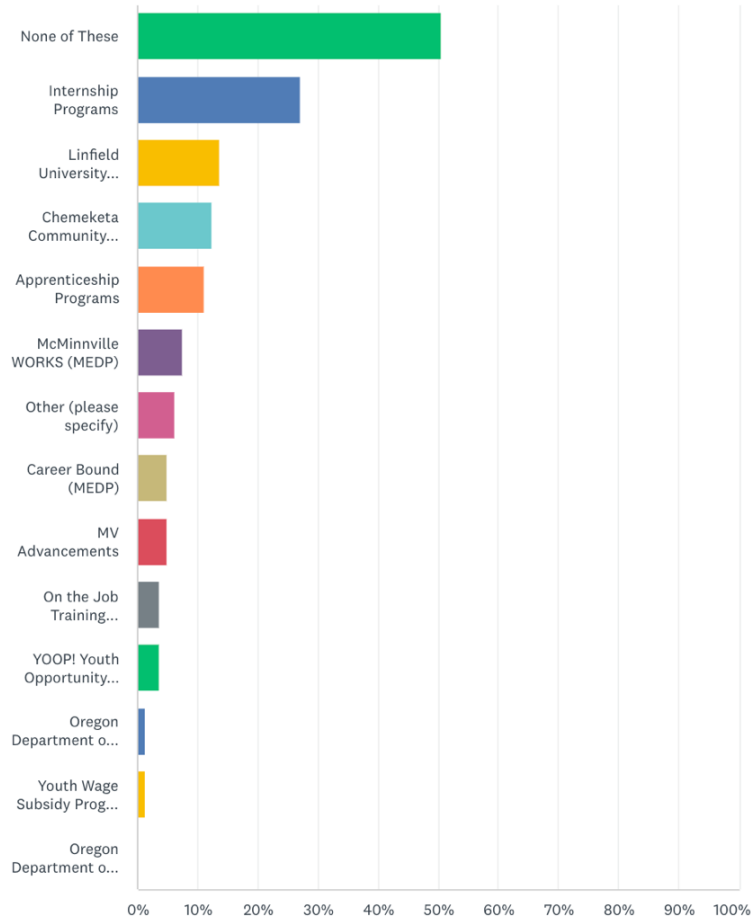18. Did your business experience any difficulties recruiting employees since the COVID-19 pandemic?

ANSWER CHOICES	RESPONSES	
Yes	57.32%	47
No	26.83%	22
Not Sure	8.54%	7
Not Applicable	7.32%	6
TOTAL		82

19. What workforce recruitment and retention programs have you used? (Select all that apply)

Answered: 81 Skipped: 4

ANSWER CHOICES		RESPONSES	
None of These		50.62%	41
Internship Programs		27.16%	22
Linfield University Outreach		13.58%	11
Chemeketa Community College Outreach		12.35%	10
Apprenticeship Programs		11.11%	9
McMinnville WORKS (MEDP)		7.41%	6
Other (please specify)	Responses	6.17%	5
Career Bound (MEDP)		4.94%	4
MV Advancements		4.94%	4
On the Job Training Program (WWP)		3.70%	3
YOOP! Youth Opportunity Program (WWP)		3.70%	3
Oregon Department of Veterans' Affairs (ODVA)		1.23%	1
Youth Wage Subsidy Program (WWP)		1.23%	1
Oregon Department of Corrections Programs (DOC)		0.00%	0
Total Respondents: 81			

## 20. Where did you get assistance with workforce development needs? (Select all that apply)

Answered: 81   Skipped: 4
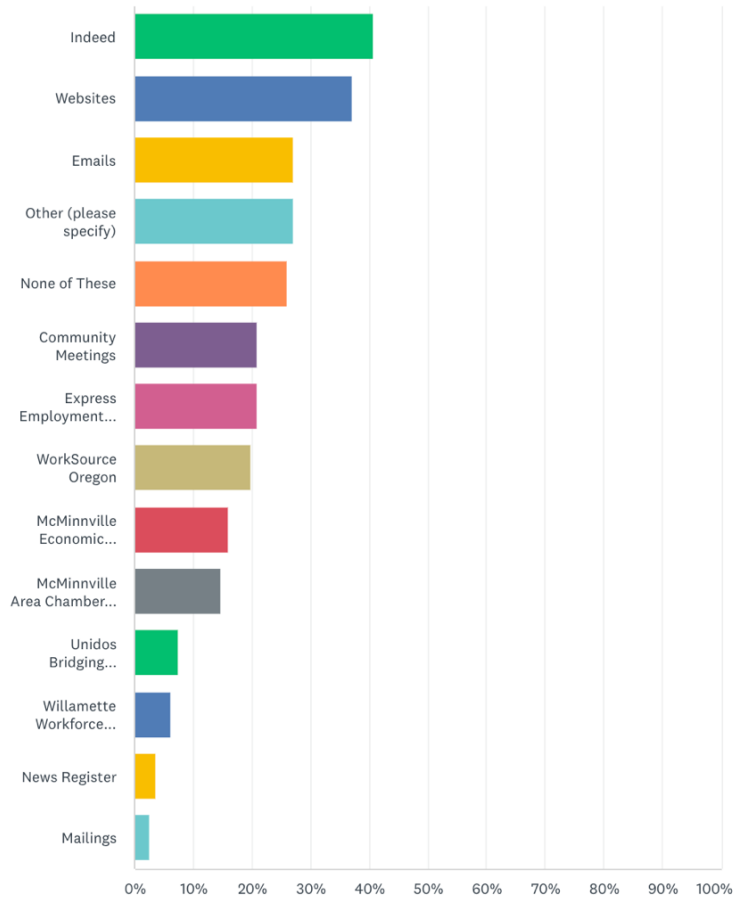
ANSWER CHOICES		RESPONSES	
Indeed		40.74%	33
Websites		37.04%	30
Emails		27.16%	22
Other (please specify)	Responses	27.16%	22
None of These		25.93%	21
Community Meetings		20.99%	17
Express Employment Professionals		20.99%	17
WorkSource Oregon		19.75%	16
McMinnville Economic Development Program (MEDP)		16.05%	13
McMinnville Area Chamber of Commerce		14.81%	12
Unidos Bridging Community		7.41%	6
Willamette Workforce Partnership (WWP)		6.17%	5
News Register		3.70%	3
Mailings		2.47%	2
Total Respondents: 81			

21. Please share any additional challenges related to business practices as a result of the COVID-19 pandemic.
22. Which of the following employees has your business had difficulties recruiting? (Select all that apply)

Answered: 47   Skipped: 38
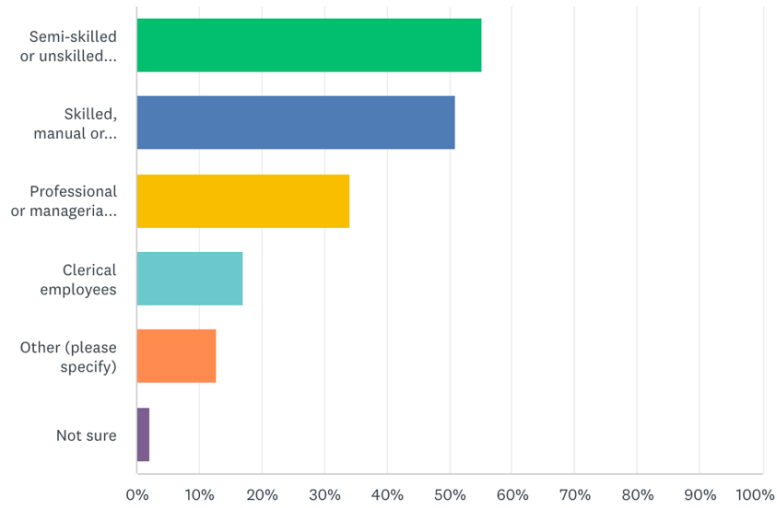
ANSWER CHOICES		RESPONSES	
▼ Semi-skilled or unskilled employees		55.32%	26
▼ Skilled, manual or technical employees		51.06%	24
▼ Professional or managerial employees		34.04%	16
▼ Clerical employees		17.02%	8
▼ Other (please specify)	Responses	12.77%	6
▼ Not sure		2.13%	1
Total Respondents: 47			

23. Why did your business experience difficulties in recruiting employees? (Select all that apply)
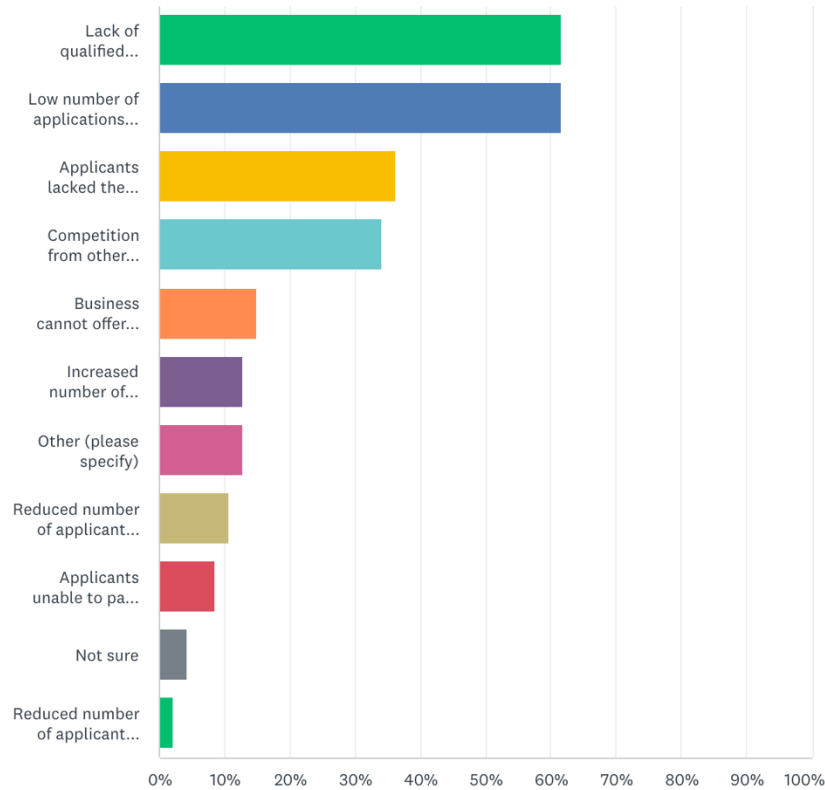
ANSWER CHOICES		RESPONSES	
Lack of qualified applicants for vacant positions		61.70%	29
Low number of applications for vacant positions		61.70%	29
Applicants lacked the skills, education or experience needed for positions		36.17%	17
Competition from other employers		34.04%	16
Business cannot offer an attractive pay package to applicants		14.89%	7
Increased number of vacancies		12.77%	6
Other (please specify)	Responses	12.77%	6
Reduced number of applicants aged 16 to 24 years		10.64%	5
Applicants unable to pass background check, credit check, or drug test		8.51%	4
Not sure		4.26%	2
Reduced number of applicants aged over 50 years		2.13%	1
Total Respondents: 47			

Appendix B

Work-based Learning/Worker Models

Career Fairs: This is an event where employers, trade associations and others exhibit or present on a career or industry. Career fairs may be held at the school or a location central to several schools. Preparation for such an event requires several months of planning and communication between the organizer and participating businesses. Career fairs are a great way for industry partners to connect with large numbers of students to explore college and career pathways.

Guest Speakers: Asking business professionals to speak in classrooms can be a great way to engage business partners and expose students to a particular job or industry. It is important for the teacher to talk with the speaker in advance to be sure the presentation meets the intended learning objectives. Providing guiding questions to the speaker will help focus the talk. The teachers should also prepare students with background knowledge prior to the business professional visiting the classroom.

Mentorship Programs: An effective mentorship program for businesses engaging with high school or college students should involve structured one-on-one mentoring sessions. Experienced professionals from the business sector should guide students in career exploration, skill development, and goal setting. The program can include workshops, networking events, and real-world projects to provide practical insights. Regular check-ins, feedback sessions, and opportunities for hands-on experiences can enhance the mentorship relationship.

Industry Tours: Students tour or visit a specific industry to learn about what they do and how they do business. Both students and the host should be well prepared to maximize the time on site. Some companies may have dress codes, media restrictions or other policies that the event organizer will need to communicate to students. Tours to industry conventions and trade shows can also be valuable to students.

Internship: An internship may or may not be for course credit and can be paid or unpaid. They also should have a minimum threshold for completion hours. Students who demonstrate a true interest in the career field and present good employability skills are appropriate for internship experiences. This is most appropriate for 11th and 12 grade high school, or college, students.

Job shadowing: This is short term experience, usually one to three days, where students go to a place of business related to the student's career interest. The student "shadows" one or more employees to learn what that person does daily as well as gain an overview of business operations. Job shadowing can be in small groups, but it is different from an industry tour in that one or two jobs are examined in detail.

Pre-apprenticeship: Pre-apprenticeships should be constructed to align directly with a registered apprenticeship in a partnership arrangement which can direct entry into the aligned apprenticeship. Pre-apprenticeships may be available to students while still in high school or under the age of 18 depending upon the industry and terms of the pre-apprenticeship but are mostly designed for college students.

Apprenticeship: As defined by the U.S. Department of Labor, "Apprenticeship is a combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs can be sponsored by individual employers, joint employer, and labor groups, and/or employer associations." Apprentices receive pay while in the apprenticeship and typically the pay increases as one progresses through the program. Learning objectives or competencies are set by the employer or sponsoring organization.

Entry-Level Worker: Entry-level workers are individuals who are new to the workforce or have minimal experience in a particular industry. They typically hold positions that require basic skills and knowledge and may be in the early stages of their career development. Entry-level workers often seek opportunities for growth and skill acquisition to advance within their chosen field. Career fairs and internships are common avenues for entry-level workers to explore different career pathways and gain practical experience.

Incumbent Worker: Incumbent workers are individuals who are currently employed within a specific industry or organization. They possess experience and skills relevant to their job roles and are actively engaged in the workforce. Incumbent workers may participate in training programs or mentorship initiatives to enhance their existing skills and stay updated on industry trends. Guest speakers and industry tours provide opportunities for incumbent workers to expand their knowledge and network within their field.

Dislocated Worker: Dislocated workers are individuals who have lost their jobs due to circumstances such as company closures, layoffs, or economic downturns. They may have valuable skills and experience but find themselves in need of reemployment opportunities. Dislocated workers often benefit from retraining programs, job placement services, and support networks to facilitate their transition back into the workforce. Mentorship programs and apprenticeships can offer dislocated workers pathways to acquire new skills and secure sustainable employment in emerging industries.

Appendix C

Workforce Development Coordinator Position – Recommended Job Description

1. Continually analyze data to identify diversity and inclusion of all businesses, identify gaps in service, and track workforce development outcomes.
2. Manage content on the YV Careers Resource Directory to effectively promote current workforce programming available in McMinnville to employers and job seekers.
3. Foster initiatives endorsed by MEDP and the WIN Advisory Committee, aimed at reemployment, training, and providing support services to the most vulnerable populations.
4. Utilize data to enhance existing programs and strive to create innovative workforce programming (e.g., project-based internships, pre-apprenticeships, and apprenticeships, Industry Recognized Certifications) for data-identified gaps.
5. Promote collaboration with local educational systems to bolster work-based learning initiatives that mutually benefit businesses and the growing local workforce.
6. Monitor engagement and communication to develop continuity of workforce service processes and systems.
7. Facilitate and manage the WIN Advisory Council to maintain its operational efficiency and adherence to scheduled meetings. Ensure the group prioritizes data-supported initiatives aimed at enhancing employment opportunities for local businesses and the expanding workforce in McMinnville.
8. Maintain the integrity of accounts and contacts within the Salesforce customer relations management system (CRM).
9. Receive and respond to inquiries from local Workforce Development Partnership members, including industry, education, and community partners.
10. Support initiatives and programs by serving as an MEDP representative on local committees, taskforces, and consortia.
11. Support workforce programs related to career technical education, youth apprenticeship, internships, and education programs.
12. Perform administrative support for MEDP's workforce development team.

Appendix D

Workforce Integration Network Advisory Council Membership

Cellar Ridge:	Carson Benner
Chemeketa:	Holly Nelson, Paul Davis, Francisco Saldivar, John Capaccio
City of McMinnville:	Vicki Hedges, Jenny Berg
Delphian School:	Mark Siegel
Elk Creek Forest Products:	Breanne, Marsh
EMPWR:	Samantha Di Palma
Linfield:	Michael Hampton, Joseph Hunter
MEDP:	Patty Herzog, Heather Hadley Blank, Craig Brockett
McMinnville School Dist.:	Lauren Berg, Debbie Brockett, Kourtney Ferrua
MAC Water & Light:	John Dietz, Marci Humlie
New Energy Works:	Shannon, Reilly
OED:	Jeff Long
Precision Analytical:	Tammy, Simpson
Public:	Victoria Ernst
Radius Recycling:	Alison Plemons, Tasion Kwamilele
SEDCOR:	Abisha Stone
Sheridan SD:	Dorie Vickery
Solid Form:	Deven Paolo
Unidos Bridging Community:	Miriam Vargas Corona, Inez Pena, Blanca Plancarte
Visit McMinnville:	Jeff Knapp
WESD:	Cherie Clark, Cassy Harris, Amy Caulder
WV Medical Center:	Michael Mulkey, Tracy Autler, Anna Hilts, Kristi Amerson
WWP:	Kim Parker-Llerenas, Dean Craig
Yamhill CCO:	Jennifer Richter
Yamhill County:	Gioia Goodrum, Sue Brandt, Amber Hansen-Moore
YCAP:	Michell Whiting

Appendix E

Partnership Acknowledgements

Acupro Oregon

Advanced Economic Solutions, Inc.

Alchemist's Jam

Applied Physics Technologies, Inc.

Atticus Hotel

BCC Business Consultant

Belle Pente Winery

Bernards Farm

Branch Geary Inc.

Britt Hill LLC

Cascade Steel Rolling Mills

Cellar Ridge Construction

Chapul Farms LLC

Chemeketa Community College

Chuck Colvin Ford Nissan

Citizens Bank

City of McMinnville

Classic Cleaners

Clays Logistics LLC

Craftmark, Douglas on Third, Union Block Coffee

Cutting Edge Metals, LLC

Cypress

Dina and Clause Cleaning Service

Dominguez Construction

Douglas on Third

El Mango Loco

Elevated Handyman & Construction LLC

EMPWR Nutrition, USA

Encore Home Furnishings LLC

Entwined, LLC

Excel Tech, LLC

Express Employment professionals

Firehouse Subs

Flores Construction

Golden Valley Brewery and Restaurant

Growlers Tab Station LLC

Hayward

Heater Allen Brewing

HelloCare

Henderson House

Hillside Retirement Community

Hunter Communications

J & S Restoration and Reconstruction LLC

James Insulation Services

JB Landscape

JC Concrete LLC

Job Corps

JTR Insulation

Juliette's House

Life Care Center McMinnville

Linfield University

MAC Locals

Mac Market

Mac Taps

Mad Wines Co.

Marcia A. Mikesh Architect Inc.

Mazatlan

McMenamins Hotel Oregon

McMinnville Chamber of Commerce

McMinnville Family Eye Care

McMinnville Fire District

McMinnville Praise Church

McMinnville Properties

McMinnville School District

McMinnville Water and Light

MJ Yard Maintenance

MVC Janitorial LLC

New Energy Works

New Register

Noah's Bakery

Okta

Oregon Department of Health Services

Oregon Mennonite Residential Services

Oregon Mutual Insurance

Oregon Stationers

Parker Meggitt

Pastiche Properties LLC

Pizza Capo

Plancarte Enterprises LLC

Precision Analytical

Premier Mobile Wash

Quarterly Business Roundtable
R. Stuart & Co. Winery
Radius Recycling
Results Partners
Rivera's Bee Farm
Roberto's Landscape and Maintenance LLC
Scott's Automotive
SEDCOR
Sheridan SD
Simpson Electric
Skyline-Champion Homes, Inc.
Solid Form
Swedemom Center of Giving
Tanoshi Inc.
Textile Graphics Unlimited, Inc.
The Eyrie Vineyards
The Ground
The Radiant Sparkling Wine Company
The Vortex Records
The Yogurt Shop
Third Street Books
Third Street Flats
Third Street Oil and Vinegar

Tributary Hotel
Troon Vineyard
Unidos Bridging Communities
Urbanbliss Luxury Salon
Vertical Wine and Beer
Vintage on Third
Visit McMinnville
Wagner Advisory Group
Wellspent Market
WESD
Wilder Midwifery
Willamette Valley Medical Center
Willamette Workforce Partnership
William Henry LLC
WorkSource Oregon
World Class Technology
Yamhill CCO
Yamhill County
Yamhill County CASA Program
Yamhill County HHS
YCAP