

BEFORE THE BOARD OF COUNTY COMMISSIONERS

FOR MULTNOMAH COUNTY, OREGON

Supporting and Advocating for	)	
Recommendations on County's Role	)	RESOLUTION
in and Linkage to the Community's	)	97-96
Workforce Development System	)	

WHEREAS Multnomah County is a provider and funder of social and correctional services, and is a key workforce stakeholder and has a substantial stake in workforce development and training. Multnomah County provides and funds a broad array of social services to the unemployed and under-employed which are currently not effectively integrated into the workforce system; and

WHEREAS the Multnomah County Board of Commissioners recognizes the critical link between the social service and workforce systems. When successfully linked, social service and workforce development systems provide a continuum of services that promote economic self-sufficiency; and

WHEREAS the County is involved in building the social services capacity of areas with high numbers of residents in or at risk of poverty, and is collaborating in developing one-stop career centers to address the needs of the unemployed and under-employed; and

WHEREAS Multnomah County has adopted a Strategic Investment Program (SIP) policy supporting property tax abatements to companies that provide access to entry level jobs for the unemployed and under-employed; and

WHEREAS Multnomah County, the City of Portland and Washington County are currently in the process of carrying out recommendations to strengthen and enhance the region's workforce system with private and public sector partners, and transitioning to a new Workforce Development Board; and

WHEREAS linking workforce and social service systems will assist the County in reaching its long term outcome Benchmarks of reducing crime, and reducing the number children living in poverty; and

WHEREAS businesses, social service providers and communities benefit from a successful connection between social services and workforce development. Employers gain a qualified workforce. Social service providers are able to help clients become more economically self-sufficient and less reliant on public resources; and

WHEREAS Multnomah County recognizes that continuing to develop its internal capacity will ensure a strong partnership capacity in the community's workforce system and in carrying out its own organizational objectives; and

WHEREAS on January 16, 1997 the Board of County Commissioners approved Resolution 97-10, which called for appointment of a Multnomah County Workforce Policy Development Taskforce to better understand the challenges and opportunities within the County social service and systems for enhancing the link to the workforce development system; and

WHEREAS Resolution 97-10 charged the Taskforce with drafting a set of policy and program administrative recommendations in an action plan to be presented to the Board of County Commissioners for review and approval no later than May 15, 1997; now therefore

IT IS HEREBY RESOLVED that the Multnomah County Board of Commissioners continues to support and advocate for a workforce system that links social service and corrections systems with the educational and workforce training systems; and

IT IS FURTHER RESOLVED that the Multnomah County Strategic Investment Program workforce component represents a comprehensive approach that links job creation to a full range of services including social services which the County advocates as a model for the region's workforce system; and

IT IS FURTHER RESOLVED that the Multnomah County Workforce Policy Taskforce recommendations in the attached document, entitled Assessment of County's Workforce Services & Recommendations for the County's Role in Workforce Development are found to be necessary for enhancing the County's internal capacity to be a strong partner in the workforce community; and

IT IS FURTHER RESOLVED that the Board of County Commissioners authorizes the Chair's office to work with the following County departments to carry out the recommendations: Community & Family Services, Health Department, Juvenile & Adult Community Justice, and Department of Support Services. The Chair's office and designated departments will report progress in the implementation of the recommendations to the Board of County Commissioners no later than January 15, 1998.

APPROVED this 15th day of May, 1997.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

  
Beverly Stein, Chair

REVIEWED:  
SANDRA N. DUFFY, ACTING COUNTY COUNSEL  
FOR MULTNOMAH COUNTY, OREGON

  
John Thomas, Assistant County Counsel

**Multnomah County  
Workforce Resolution Taskforce**

**Assessment of County's  
Workforce Services  
&  
Recommendations for the County's  
Role in Workforce Development**

**May 8, 1997**

**Multnomah County Workforce Resolution Taskforce:  
Assessment of County' Workforce Services &  
Recommendations for the County's Role in Workforce Development**

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# **1 Overview & Acknowledgments**

In January 1997 the Multnomah County Commission passed Resolution 97-10 to create the Workforce Resolution Taskforce. The purpose of the Taskforce was to assess the County's current efforts in serving the workforce needs of its clients and to propose recommendations for the County's role in workforce development in the region.

The Chair's office appointed a seven-member taskforce and contracted with Mimi Maduro, Workforce Strategies to facilitate taskforce meetings, conduct an assessment of current County workforce services, and compile the findings and recommendations. The Taskforce met five times between February and May 1997. This report summarizes the County's current workforce efforts with special populations and presents the findings and recommendations of the taskforce.

The Workforce Resolution Taskforce members:

*Joanne Fuller, Juvenile & Adult Community Justice*  
*Norm Monroe, Chair's Office*  
*Melinda Petersen, Chair's Office*  
*Lorenzo Poe, Community & Family Services*  
*John Rakowitz, Strategic Investment Program*  
*Jan Sinclair, Health Department*  
*Robert Tractenberg, Commissioner Sharron Kelley's Office*

Section 2 of this report outlines the County's current efforts in workforce development. For purposes of the assessment the Taskforce defined workforce development as follows: a program or service that links youth or adults to the world of work or provides jobs or skills training leading to jobs. Section 3 summarizes the Taskforce's findings and recommendations.

The services and programs listed in assessment are provided directly by Multnomah County except where noted. Community & Family Services contracts with several community-based organizations to provide workforce services for certain populations. All contracted services are noted at the beginning of the program description.

The Taskforce acknowledges the following County staff who assisted in gathering the relevant County program data for the assessment: Jimmy Brown Juvenile & Adult Community Justice; Rey Espana, Community & Family Services; Jim McConnell, Betty Glantz, Lynn Betteridge of Aging Services; Suzanne Kahn, Health Department; and John Ball, contractor to the Strategic Investment Program. Jean Thomases of the Annie E. Casey Foundation also contributed to several taskforce meetings.

## **2      Assessment of County Workforce Services & Programs**

**DEPARTMENT: Aging Services**

**SERVICE/PROGRAM: *CLIENT EMPLOYER PROGRAM (CEP)***

**CONTACT PERSON & PHONE NO.:**      Efrain Diaz Homa 248-5470,  
Cathy Clay-Eckton 248-5460

**DESCRIPTION OF SERVICE/PROGRAM:** The CEP program assists seniors and disabled persons to remain independent in their own homes by directing their own care. This program serves both Medicaid Waivered and Oregon Project Independence clients. Eligibility for this service is based on meeting both financial and service requirements. Service eligibility is based on a person requiring assistance with activities of daily living (assistance with bathing, feeding, meal preparation, for example). Help provided by the CEP program is housekeeping, laundry, and shopping.

Clients are identified for services through various means: self-referral, friends, relatives, "gatekeepers" in the community, and the 24-hour Senior Helpline. Case managers assess the clients for service and make referral for a Client-Employed provider. The CEP is hired and the care directed by the client. Payment for the CEP is through the State of Oregon Senior and Disabled Service Division. Monitoring of the service is by case managers from one of the five Aging Services branches or nine district center offices.

Aging Services Division (ASD) administers the program by providing the following functions: recruitment of individuals to work as providers, processing CEP applications and enrollment, training through interviews, formal orientation classes and testing for competency, arranging interviews and placement referral to clients, monitoring and ongoing training. Beginning wage for providers is \$5.56/hour with an increase to \$5.77/hour after six months, and \$6.01 /hr. upon completion of training and the six month of experience. ASD contracts with Mount Hood community College to provide a 12-hour Care Training each fall and spring, encouraging attendance through scholarships. A countywide workgroup coordinates the program; specifically operations issues and gives input and suggestions on policy and procedures to the agency management team.

**FUNDING SOURCE:** Medicare waiver and Oregon Project Independence (State of Oregon)

**BUDGET:** Approximate annual budget is \$300,000. This includes miscellaneous funding for training, recruitment, related costs, and an annual recognition event for providers. The bulk of the budget is for case management and clerical support who recruit, train, monitor, and process payment actions for the program. The entire budget is funded through State of Oregon Medicaid Waiver and Oregon Project Independence.

**NUMBER OF PERSONS SERVED:** 1006 clients (both Medicare and Project Independence); 772 providers (February 1997 data)

**NEEDS & ISSUES IDENTIFIED:** Given the aging population the need for this type of service will grow in the future. Quality of care and turnover are issues given the low wages paid for this type of caregiver work. Providers are generally not primary wage earners but subsidize their family unit's income through this income.

**CASE MANAGEMENT:** Case managers is provided through the nine aging services district centers and five of the county's aging services office.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Oregon Project Independence, State of Oregon Department of Human Resources, Mount Hood Community College.

**DEPARTMENT:** Health Department, Organizational Development unit

**SERVICE/PROGRAM:** *STUDENT PLACEMENT*

**CONTACT PERSON & PHONE NO.:** Jan Vlahos 248-3674 X22439

**DESCRIPTION OF SERVICE/PROGRAM:** Place medical and nursing students in clinic and field teams to gain onsite work experience in public health. Multnomah County staff contact coordinates agreements with Oregon Health Sciences University, University of Portland, and Walla Walla College. The schools provide supervision and workers compensation insurance for students. Well-established placement program in operation over 17 years.

**FUNDING SOURCE:** County general fund

**BUDGET:** Function is funded through staff time in the organizational development unit

**NUMBER OF PERSONS SERVED:** 25 annually

**NEEDS & ISSUES IDENTIFIED:** none

**CASE MANAGEMENT:** none

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Oregon Health Sciences University, University of Portland, Walla Walla College.

**DEPARTMENT:** Health

**SERVICE/PROGRAM:** *VARIOUS DEPARTMENTS*

**DESCRIPTION OF SERVICE/PROGRAM:** The Health Department hires workers from special populations as on-call translators, interpreters, and outreach workers for intravenous drug abuse and HIV/AIDS as well as high school students for a postponing sexual involvement program.



**DEPARTMENT:** Juvenile & Adult Community Justice

**SERVICE/PROGRAM:** *PROJECT PAYBACK*

**CONTACT PERSON & PHONE NO.:** Phil Lingelbach, 248-3145

**DESCRIPTION OF SERVICE/PROGRAM:** Project Payback is a voluntary part-time work program for youth offenders who are unemployed and owe restitution. The Court may have ordered restitution or it may be an informal agreement. Restitution is often a condition of probation. If youth offenders are not able to pay restitution they may be referred to the program. The program helps youth offenders earn some money, pay back the victim of their offense, cover work expenses, and obtain work experience. Participants are referred to the program by their counselor or by the Court and must be 16 years of age.

Project Payback contracts with Metro, the Portland Water Bureau, and the Portland Parks Bureau to provide landscaping, litter control, and clean up. Contracts with these three agencies total approximately \$70,800 and participants are paid through these contract funds. Project Payback provides orientation to program participants, supervises the work and provides transportation to the worksite. Participants are given 40% of their hourly wages for expenses and 60% goes to victim restitution. Youth can make up to \$600 per year in this program.

Project Payback provides an opportunity for participants to learn about the world of work though it is not focused on pre-employment training or skills building but is oriented toward community service and victim restitution. Participants sign a contract and agreements on program rules and work rules.

**FUNDING SOURCE:** County General Fund

**BUDGET:** \$110,000 annually for program administration staff

**NUMBER OF PERSONS SERVED:** 200-300 annually

**NEEDS & ISSUES IDENTIFIED:** Most times there is a waiting list to participate in the program. Need for program far outweighs the demand and County continues to work to secure additional contracts so that more juvenile offenders can participate. Approximately 1900 juveniles annually owe victim restitution. The amount of restitution owed to a victim is a factor in assigning participants to the program. Youth offenders who do not participate in Project Payback may participate in the Community Service program.

**CASE MANAGEMENT:** Counselors refer youth offenders to the program when restitution is owed, the youth is unemployed, and the youth is age 16 or older.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Youth Empowerment & Employment Program (YEEP), Youthbuild (City of Portland Bureau of Housing & Community Development).

**DEPARTMENT:** Juvenile & Adult Community Justice

**SERVICE/PROGRAM:** *COMMUNITY SERVICE*

**CONTACT PERSON & PHONE NO.:** Phil Lingelbach, youth, 248-3145  
Michael Santone, adult, 248-3198

**DESCRIPTION OF SERVICE/PROGRAM:** Provides work crew or placements at a community non-profit organization for adult and youth offenders who are court ordered to complete community service hours. Youth and adults who participate learn basic job readiness skills. Average hours of community service performed per adult offender is approximately 100 hours.

**FUNDING SOURCE:** County General Fund and contract with City of Portland Parks Bureau.

**BUDGET:** Youth: FY 96-97, \$146,954; Adult: FY 96-97, \$805,924

**NUMBER OF PERSONS SERVED:** Youth: approximately 2550 in past year  
Adult: approximately 3000-3500 per year .

**NEEDS & ISSUES IDENTIFIED:** Youth and adults who participate may being to develop job readiness skills, however, as these participants go into the community looking for employment they encounter many barriers including insufficient literacy skills, lack of specific technical skills, and employer unwillingness to hire ex-offenders.

**CASE MANAGEMENT:** When a youth or adult is ordered by the court to serve community service hours, the youth or adult works with a juvenile court counselor or parole/probation officer to coordinate their participation in the program.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** community non-profit organizations throughout the County

**DEPARTMENT: Juvenile & Adult Community Justice**

**NAME OF SERVICE/PROGRAM: D.H. LONDER CENTER FOR LEARNING**

**CONTACT PERSON & PHONE NO.: Kevin Criswell, 248-3466**

**DESCRIPTION OF SERVICE/PROGRAM:** Provides employment readiness and life skills training tailored to the adult offender population as well as GED preparation and testing. Conducts functional literacy tests and learning disabilities testing. Provides tutors in basic math and writing. Job developers coordinate a job club for participants to learn about possible job placements. Open seven days a week. Opened in 1993.

**FUNDING SOURCE:** County general funds

**BUDGET:** \$388,000 annually

**NUMBER OF PERSONS SERVED:** approximately 100 individuals per month

**NEEDS & ISSUES IDENTIFIED:** There are significantly more offenders who needs the program than the capacity of the program to serve the demand. General literacy of the adult offender population is below the 8th grade level which needs to be increased in order to meet requirements for many entry-level jobs.

**CASE MANAGEMENT:** Parole and probation officers refers participants to program or self-referral.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Portland Community College Adult Basic Education (ABE) classes, learning disability testing through Pacific University

**DEPARTMENT:** Juvenile & Adult Community Justice

**SERVICE/PROGRAM:** *AFRICAN-AMERICAN PROJECT*

**CONTACT PERSON & PHONE NO.:** Carl Goodman, 248-3983

**DESCRIPTION OF SERVICE/PROGRAM:** The project's goal is to reduce the revocation rate among African-American parolees through cultural-specific intervention. The project provides a wide array of interventions several of which are focused on employment and training. Culturally-specific life skills training is provided along with employment assistance.

**FUNDING SOURCE:** County general fund

**BUDGET:** info not available at this time

**NUMBER OF PERSONS SERVED:** info not available at this time

**NEEDS & ISSUES IDENTIFIED:** An Oregon Department of Corrections' study indicates that the revocation rates for African-American parolees is significantly higher than for white and Hispanic parolees. The need for job training and job placement for African-American ex-offenders is significant. There is also a significant need for substance abuse intervention with this population that may interfere with their employability. Due to limited resources, parolees with motivation to change and commendable institutional behavior are referred to the program. Due to limited resources and the populations' specialized needs, the project is unable to include sex offenders and offenders with mental health disorders.

**CASE MANAGEMENT:** Participants receive parole supervision as a part of the program. They are identified by the Department for this program and placed in the program upon referral.

**OTHER ORGANIZATIONS THIS PROGRAM WORK WITH ON REGULAR BASIS:**  
Urban League of Portland for employment assistance

**DEPARTMENT:** Budget & Quality

**SERVICE/PROGRAM:** *STRATEGIC INVESTMENT PROGRAM (SIP)*

**CONTACT PERSON:** John Rakowitz, 306-5797

**DESCRIPTION OF PROGRAM:** The SIP's workforce development component is designed to guarantee maximum hiring of local targeted populations to fill new entry-level jobs. It is a job-focused approach, built upon direct access to quality entry level jobs on career tracks to family wage jobs. Working through the emerging Southeast and East County One Stop Career Centers, SIP seeks to create a simplified pathway from targeted neighborhoods to job success, built upon a direct partnership between semiconductor industry employers and community agencies. With such a partnership, the community's efforts to place people in jobs are improved by a better understanding of those jobs, and the companies' efforts to hire workers are improved by a direct connection to the people who need and qualify for the jobs.

Among the key issues influencing the SIP's policy guidelines have been: change in the scope with Fujitsu's withdrawal; requirement for ongoing program and funding flexibility; opportunity to help lead the transition to One Stop Career Centers; and dual purpose investments in community infrastructure and individual capacity.

The following features of the SIP are explained below: access to jobs, recruitment, screening, job referral, assessment and referral, training and support services, hiring, and post-placement retention.

#### **Access to quality jobs**

The SIP is focused on gaining access to quality jobs for targeted populations. Hourly pay scales for the new LSI Logic jobs have not yet been set, but LSI Logic officials have clearly stated they will exceed the scales set last year for the new Fujitsu jobs, so a review of those scales will be instructive. While last year's newly hired Fujitsu trainees had a minimum starting wage of \$6.75 per hour, structural overtime, production and quarterly bonuses and average shift differential and optional overtime raised the average total wage for starting trainees to over \$10 per hour (this hourly wage figure does not include SIP child care, housing and transportation support). Within 18 to 36 months, successful entry-level Fujitsu employees will earn the average US wage with no shift differential or optional overtime. With LSI Logic committed to a substantially higher starting wage (probably over \$8 per hour), SIP jobs are clearly quality jobs.

SIP provides information and access to all Multnomah County residents and focuses additional efforts in the neighborhoods of outer southeast Portland and east Multnomah County. Targeted populations include welfare recipients, unemployed, underemployed and graduates of designated education and training programs, as identified in SIP agreements.

## **Recruitment**

The outreach effort concentrates on the geographic and demographic targets established by the County Commissioners. Working through JobNet and One Stop Career Centers, SIP engages a network of affiliated community organizations to inform interested individuals of the availability and requirements of entry-level microelectronics jobs. JobNet also conducts timely community information sessions for potential job candidates, giving them a chance to learn about the industry and its jobs, understand the hiring process and meet company, JobNet and affiliate representatives.

## **Screening**

A key to recruiting and preparing potential workers for wafer plant jobs is knowing what skills and attitudes it will take to succeed on the plant floor. This requires company human resources and plant supervision personnel to communicate directly with community agency staff to clearly identify the attributes they seek in entry level employees. The SIP partnership with LSI Logic has been particularly successful in this regard, with LSI Logic sharing the following key information with community agencies:

**Job Objectives**

**Essential Job Functions**

**Other Related Job Functions**

**Wafer Fab Operator Quality Requirements**

**Wafer Fab Operator Productivity Requirements**

**Wafer Fab Operator Communication Requirements**

**Wafer Fab Operator Technical Requirements**

**Wafer Fab Operator Supporting Behavior Requirements.**

With this knowledge in mind, JobNet and the affiliated agencies that screen, assess and/or case manage potential applicants can more appropriately match individuals with required job aptitudes.

## **Job Referral**

Candidates deemed to be qualified by JobNet to be qualified for open positions are referred to the company for basic skills testing administered by a contracted human resources agency. Those who pass are referred to the company for possible interviews. Close communications with LSI Logic has allowed SIP to significantly improve the accuracy of these referrals since the first round of Fujitsu hiring last year.

## **Assessment and Referral**

Those candidates not passing the basic skills test, and those referred for interviews but not hired, receive a more in depth assessment from the One Stop Centers. They may be referred to additional training and/or to job openings with other microelectronic employers.

## **Training and support services**

Training and support services are also job focused. Steptronics is a pre-employment training program developed specifically to build generic workplace skills suited to the microelectronics industry. Extensive contact with company personnel has allowed the Steptronics staff to design and evolve a highly relevant training curriculum.

The One Stop Career Centers will track the availability and efficacy of the various support and training referrals given to SIP applicants. This will allow the SIP to make informed decisions about where SIP funds might best augment the existing workforce system to guarantee maximum placement in SIP jobs.

## **Hiring**

After passing the basic skills test, candidates are eligible for job interviews with the company. Those who are offered positions are required to pass a drug test. They are then hired and assigned to the Microelectronics Training Center, the industry-funded post-employment training program at Mount Hood Community College. The Center is equipped with state-of-the-art machinery from the companies, as well as a brand new computer lab. SIP is working to upgrade the ESL capacity of the Center.

## **Post-placement Retention**

Successful retention in the job is the outcome goal of the SIP. Moving targeted populations into the permanent workforce requires more than the initial job placement. SIP provides transitional benefits to new employees in the critical areas of child care, transportation and housing. In addition, SIP works directly with the employer to insure early and effective employee assistance programs to support successful transition, retention and promotion. SIP also expects to use feedback from retained employees in its continuous improvement process.

**FUNDING SOURCES:** SIP receives revenues from those corporations with whom Multnomah County has executed SIP agreements in the following areas:

**Community Resources**—revenue dedicated to enhancing the social service infrastructure in outer southeast Portland and east Multnomah County and recruiting targeted populations for jobs created by industrial expansion under SIP agreements;

**First Source Agreements**—revenue dedicated to recruiting and screening Multnomah County's unemployed and underemployed populations for SIP jobs;

**Community Housing**—revenue dedicated to increasing the inventory of affordable housing in Multnomah County;

**Training and Education**—revenue dedicated to training, at the high school and community college level, in skills useful to the high technology industry;

**Community Service Fees**—revenue dedicated to the general purposes of implementing Multnomah County goals and policies based upon an agreement with the City of Gresham.

**NUMBER OF PERSONS SERVED:**

**1996 actual:**

159 jobs created and filled, 25 of them entry level

71 nonqualified applicants screened and referred to skills assessment

36 nonqualified applicants assessed and referred to training and support services

**1997 projected:**

245 jobs created and filled

100 of them will be entry-level jobs

projected to start at over \$8 per hour

plus guaranteed overtime

two early step increases

full company benefits

means-tested subsidies for transportation and child care

**NEEDS & ISSUES IDENTIFIED:** System needs: refined outreach capacity to targeted populations; quality controlled assessment capacity; sector specific pre-employment and vocational training. Success in maximizing hiring of targeted populations depends upon expanding the existing capacity of the community workforce system with company-generated SIP-specific resources.

**Applicant needs (as identified in SIP assessments):** generic pre-employment training, vocational pre-employment training, generic pre-employment ESL, vocational pre-employment ESL, vocational post-employment ESL.

**CASE MANAGEMENT:** SIP is not creating a new case management system. It is relying on the current community case management system with some augmentation by new SIP resources. SIP staff is creating a database that will provide valuable information about where augmentation is most needed in the system. As an example, early assessment data indicated a high need for pre-employment training. Accordingly, protocols are currently being established to allow the Southeast and East County One Stops to cross-refer candidates for pre-employment training. SIP funds will cover the costs of the training.

**PARTNERS:**

Community-based organizations through Southeast and East County One Stop Career Centers, LSI Logic, City of Gresham, Mount Hood Community College, City of Portland's Portland Development Commission JobNet program.



**DEPARTMENT:** Community & Family Services, Behavioral Health

**SERVICE/PROGRAM:** *AFS/STEPS TO SUCCESS A&D PROJECT*

**CONTACT PERSON & PHONE NO.:** Alyce Dingler, 248-5654 x26146

**DESCRIPTION OF SERVICE/PROGRAM:** Partner in design and implementation of A&D project involving Adult and Family Services Steps to Success (AFS/STS) program and Multnomah County Target City project staff. Provide training to AFS/STS caseworkers on how to recognize and refer AFS potentially addicted clients to community treatment agencies.

Employment and education status are a state-required portion of each A&D assessment for a client. Consequently, referral to education and job resources are an integral part of completion and aftercare. The State monitors for both the assessment of and referral to education and jobs.

**FUNDING SOURCE:** State of Oregon Department of Human Resources, Adult and Family Services

**BUDGET:** \$138,000 FY 95-96; \$166,000 FY 96-97

**NUMBER OF PERSONS SERVED:** Trained over 323 AFS workers. There are about 350-380 AFS clients in treatment or aftercare during any one month, largely due to the A&D Project.

**NEEDS & ISSUES IDENTIFIED:** Ongoing A&D assessment and referral resources; increased intervention capacity; support services for clients especially housing and child care.

**CASE MANAGEMENT:** not applicable

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:**  
Adult and Family Services Steps to Success

**DEPARTMENT:** Community & Family Services, Behavioral Health

**SERVICE/PROGRAM:** *EMPLOYMENT PROJECT*

**CONTACT PERSON & PHONE NO.:** Alyce Dingler, 248-5464, 26146

**DESCRIPTION OF PROGRAM:** Provide job search and employment service coordination for alcohol and drug (A&D) clients. Two office locations: Downtown and Columbia Villa.

**FUNDING SOURCE:** State of Oregon Department of Human Resources, Office of Alcohol & Drug Programs

**BUDGET:** \$91,000, FY 95-96; \$91,000, FY 96-97

**NUMBER OF PERSONS SERVED:** 372 in downtown Portland; 150 in Columbia Villa

**NEEDS & ISSUES IDENTIFIED:** Increase availability, increase support services including housing and mental health services.

**CASE MANAGEMENT:** Not provided by the program.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** State of Oregon Vocational Rehabilitation, St. Vincent de Paul Rehabilitation Services, A&D Treatment agencies.

**DEPARTMENT:** Community & Family Services, Development Disabilities

**SERVICE/PROGRAM:** *EMPLOYMENT*

**CONTACT PERSON & PHONE NO.:** Patrice Botsford, 248-3658 x26360;  
Jeanne Budd, 248-3658 x27274

**DESCRIPTION OF SERVICE/PROGRAM:**

**Case management:** Case management is an integral part of the DD Division's services and is offered to every person eligible for services. One staff specialist provides assistance to people in the Direct Services Unit (those without residential or employment funding) to find jobs in the community without ongoing funding.

(DD54) Budget: \$6.2 annually. Provides funding to qualified vendors for site-based, enclave, or individual vocational placement for 843 of the 1500 adults (over 21) served by the Division.

(DD90) Budget: \$121,000 annually. Provides case management with a primary focus on assistance with employment to qualified individuals between the ages of 18-26. There is no ongoing funding for job supports once the person is placed in independent community employment. In the three years it has been funded over 60 individuals have been placed in jobs.

(CGF) Saltzman Project: Provides funded vocational services for high school transition age people who need total care assistance with all activities of daily living. Day services allow them to remain, residentially, with their families.

**FUNDING SOURCE:** State, Federal, and County

**BUDGET:** see program description

**NUMBER OF PERSONS SERVED:** Approximately 900 people benefit from one of these programs.

**NEEDS & ISSUES IDENTIFIED:** Funding is limited while the population is increasing. Fairview Closure funding is the only source of new money in the foreseeable future.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** The Developmental Disabilities Division is committed to creating partnerships with all programs and businesses that impact the lives of the individuals served. In the employment arena these include: Portland Public Schools, Multnomah Educational Service District (ESD), State of Oregon Employment Division, Vocational Rehabilitation Division, and Portland Development Commission JobNet program.

**DEPARTMENT:** Community & Family Services, Child, Youth, & Family

**SERVICE/PROGRAM:** *YOUTH EMPOWERMENT & EMPLOYMENT COALITION  
(YEEP) (contract)*

**CONTACT PERSON & PHONE NO.:** Kathy Millard, 248-3658 x83476

**DESCRIPTION OF SERVICE/PROGRAM:** Provides screening, assessment, pre-employment training, job training, and retention for at-risk and gang-affected youth. Using a decentralized service delivery model, YEEP contracts with eleven agencies to provide employment and training services; next year YEEP will contract with six agencies. Case manager and job developers meet weekly. Provide training and support for employers to learn about gang issues and at-risk youth. A client service fund is available for interview clothing, dental care, and other personal services needed to help participants get jobs.

**FUNDING SOURCE:** Federal, State of Oregon, and City of Portland

**BUDGET:** \$387,000 annually

**NUMBER OF PERSONS SERVED:** 317 in FY 95-96

**NEEDS & ISSUES IDENTIFIED:** More jobs could always be provided for gang affected youth. In addition to quantity of jobs, the issue of fitting in with the employer's work environment is often an issue for youth.

**CASE MANAGEMENT:** Extensive long-term case management is provided to participants.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:**  
Emanuel Community General Services, House of Umoja, Portland  
Opportunities Industries Center, Urban League of Portland, Self-Enhancement,  
the Private Industry Council, Portland Impact, Lents Education Center,  
International Refugee Center of Oregon (IRCO).

**DEPARTMENT:** Community & Family Services, Child, Youth & Family

**SERVICE/PROGRAM:** *EMPLOYMENT ASSISTANCE*

**CONTACT PERSON & PHONE NO.:** Mary Li

**DESCRIPTION OF SERVICE/PROGRAM:** Case managers at Multnomah County's six Family Centers and seven community action centers provide job search and employment assistance and referral to job training and employment resources. The Family Centers include: Portland Impact, Urban League, Delauney Center, Neighborhood House, Family Works, Asian Family Center, Edgefield Center.

**FUNDING SOURCE:** info not available at this time

**BUDGET:** info not available at this time

**NUMBER OF PERSONS SERVED:** info not available at this time

**NEEDS & ISSUES IDENTIFIED:** info not available at this time

**CASE MANAGEMENT:** Case management is provided through the six Multnomah County Family Centers and the seven community action centers.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:**  
info not available at this time

**DEPARTMENT:** Community & Family Services, Community Action & Development

**SERVICE/PROGRAM:** *ENERGY AUDITOR TRAINING PROGRAM*

**CONTACT PERSON & PHONE NO.:** Cilla Murray, 248-3999, x 28403

**DESCRIPTION OF SERVICE/PROGRAM:** Through a Memorandum of Agreement with the Jobs Plus program, program staff provide a six-month practical field training in energy auditing and minor weatherization modifications on approved housing units. Participants are paid \$12.59/hour and receive a certificate at the end of the field training program. Staff also assist participants in job search and placement. Jobs Plus staff recruits participants and Multnomah County staff screens, interviews, and selects participants for the program.

**FUNDING SOURCE:** County general fund

**BUDGET:** \$50,000 year for staff who provide the training and to pay participants.

**NUMBER OF PERSONS SERVED:** 4 Jobs Plus (welfare-to-work) participants currently in program; 6 participants in FY 95-96.

**NEEDS & ISSUES IDENTIFIED:** Participants need child care. A backlog of housing stock need to be audited. More job placements are needed for participants who complete training program.

**CASE MANAGEMENT:** Provided by the Jobs Plus program.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Jobs Plus, Portland General Electric Weatherization program, City of Portland Office of Energy "Block by Block" program.

**DEPARTMENT:** Community & Family Services, Community Action & Development

**SERVICE/PROGRAM:** *HOMELESS FAMILIES: FUTURE FAMILIES EMPLOYMENT*

**CONTACT PERSON & PHONE NO.:** Cilla Murray, 248-3999 x28403

**DESCRIPTION OF SERVICE/PROGRAM:** New program started March 1997 through three year grant from HUD. Provide one full-time staff person to provide develop employment and job search information and resources for homeless family. The staff person works with case managers in six community action centers throughout the county: Albina Ministerial Alliance, Portland Impact, Friendly House, Neighborhood House, Human Solutions, and the YWCA.

**FUNDING SOURCE:** 3 year grant from Housing & Urban Development (HUD)

**BUDGET:** \$52,715 annually for three years

**NUMBER OF PERSONS SERVED:** program started 3/97

**NEEDS & ISSUES IDENTIFIED:** To identify the employment and job search needs and issues of homeless families and learn how to best address these needs.

**CASE MANAGEMENT:** Case management provided through six community action centers.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** JobNet, The Private Industry Council, Steps to Success, Southeast Works.

**DEPARTMENT:** Community & Family Services, Community Action & Development

**SERVICE/PROGRAM:** *FAMILY WORKS (contract; Welfare Reinvestment)*

**CONTACT PERSON & PHONE NO.:** Khadim Chishti, 256-2330

**DESCRIPTION OF SERVICE/PROGRAM:** 1) Provide mental health services to adults seeking employment; 2) Provide transportation for clients to support job search, job training, and employment in outer Southeast Portland; 3) Provide cultural orientation and elementary English as a Second Language (ESL) training for Russian-speaking families.

**FUNDING SOURCE:** 1) County general fund; 2) & 3) State of Oregon Department of Human Resources Welfare Reinvestment

**BUDGET:** 1) \$43,638; 2) \$21,384; 3) \$25,058

**NUMBER OF PERSONS SERVED:** Expect to serve 140 mental clients over the ten month period. Expect to serve 75 ESL clients.

**NEEDS & ISSUES IDENTIFIED:** mental health services for residents looking for work, transportation for residents looking for work, and elementary ESL for residents looking for work.

**CASE MANAGEMENT:** Level of case management tailored to individual needs to support finding and maintaining stable employment. Provide assessment, service planning and/or mental health individual and group counseling for an average of 20 hours per week for the 10 month period beginning March 1, 1997.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Southeast Works, Neighborhood Pride Team, Steps to Success, Employment Department, Portland Community College, The Private Industry Council



**DEPARTMENT:** Community & Family Services, Community Action & Development

**SERVICE/PROGRAM:** *HUMAN SOLUTIONS (contract; Welfare Reinvestment)*

**CONTACT PERSON & PHONE NO.:** Carolyn Piper, 248-5201

**DESCRIPTION OF SERVICE/PROGRAM:** 1) Provide Pathfinders program, an 11-week, 220 hour structured life skills training for outer Southeast Portland and East County residents. This training will be provided 4 times in FY 96-97.

**FUNDING SOURCE:** 1) County general fund; 2) State of Oregon Department of Human Resources Welfare Reinvestment

**BUDGET:** 1) \$96,000; 2) \$37,000

**NUMBER OF PERSONS SERVED:** 1) 60 served (FY 96-97); 2) 20 additional individuals to be served

**NEEDS & ISSUES IDENTIFIED:** 1) Lack of adequate resources to address basic needs for housing, utilities, and food. 2) Gaps in resources necessary for workforce preparation, such as sufficient GED and ESL classes. 3) Lack of effective integration of services among agencies from differing operational systems including agencies targeted to the poor and to children and families as well as workforce development and job placement agencies. 4) Need for people to be able to support themselves (basic living expenses) while enrolled in training classes. 5) Need for personal one on one, or small group support and encouragement to assist people in making substantive changes in their lives. 6) Lack of accessible Tri-Met routes; 7) need for support services such as housing, child care, and transportation.

**CASE MANAGEMENT:** Case management is provided by Adult and Family Services. Human Solutions staff screen participants for the training.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Adult and Family Services, Steps to Success, Southeast Works, El Programa Hispano, Employment Department, The Private Industry Council, GEARS.

**DEPARTMENT:** Community & Family Services, Community Action & Development  
**SERVICE/PROGRAM:** *NEIGHBORHOOD PRIDE TEAM (contract; Welfare Reinvestment))*

**CONTACT PERSON & PHONE NO.:** Molly Cooley, 774-4880

**DESCRIPTION OF SERVICE/PROGRAM:** Provide job search assistance, peer support group, and computer access and classes for outer Southeast Portland residents.

**FUNDING SOURCE:** 1) County general fund; 2) State of Oregon Department of Human Resources Welfare Reinvestment

**BUDGET:** 1) \$23,500; 2) \$53,156

**NUMBER OF PERSONS SERVED:** county grant began 7/96; Welfare Reinvestment began 1/97.

**NEEDS & ISSUES IDENTIFIED:** see needs and issues outlined in Family Works program.

**CASE MANAGEMENT:** Extensive outreach to community residents. Case management is not provided.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Rose Community Development Corporation, Southeast Works, GEARS.

**DEPARTMENT:** Community & Family Services, Community Action & Development

**SERVICE/PROGRAM:** *SOUTHEAST WORKS (contract; Welfare Reinvestment)*

**CONTACT PERSON & PHONE NO.:** Heidi Sodenberg, 774-4650

**DESCRIPTION OF SERVICE/PROGRAM:** Provide job search assistance and personal support for Southeast Portland residents seeking employment. provide computer classes, basic skills training. Employer Liaison provide job development and placement assistance for participants. Southeast Works is a new program which is in the planning phase of becoming a One Stop Career Center for Southeast Portland.

**FUNDING SOURCE:** 1) County general fund: 2) State of Oregon Department of Human Resources Welfare Reinvestment

**BUDGET:** 1) \$50,000; 2) \$318,700

**NUMBER OF PERSONS SERVED:** center opened April 1997

**NEEDS & ISSUES IDENTIFIED:** Child care, transportation, basic skills.

**CASE MANAGEMENT:** Personal Advocates provide case management through developing and implementing an individualized employment plan for participants.

**OTHER ORGANIZATIONS THIS PROGRAM WORKS WITH ON REGULAR BASIS:** Family Works, Neighborhood Pride Team, Steps to Success, Employment Department, The Private Industry Council, Multnomah County Strategic Investment Program, Portland Community College, GEARS.

### **3 Findings & Recommendations**

The Workforce Resolution Taskforce reviewed and discussed the data and findings from the assessment of current County programs and services in workforce development and the report, *Recommendations to the City of Portland, Multnomah County and Washington County Executive on the Review of the Agreement with the Private Industry Council*. The discussions resulted in the following recommendations regarding the County's role in workforce development.

The Taskforce proposes the following multiples roles in workforce development:

- County providing LINKAGE of its social services to external workforce development services as well as providing information and referral resources for its frontline workers.
- County as PROVIDER of specialized workforce services and training for special populations.
- County as PARTNER with city, state, and federal agencies for workforce services for targeted populations and geographic areas.
- County as major EMPLOYER provide internships and apprenticeships that assist special populations in developing entry-level job skills.
- County providing LEADERSHIP in workforce development policy with the City of Portland and Washington County and in the integration of workforce and social services.
- County as ADVOCATE on behalf of County clients for a labor market driven workforce development system that links people who needs jobs with appropriate quality job opportunities.

#### **COUNTY'S ROLE IN LINKAGE OF SOCIAL SERVICES & WORKFORCE SERVICES**

1) The Taskforce recommends that the County provide leadership and participation in the planning and implementation of the One Stop Career Centers in east Multnomah County, Southeast Portland, and North/Northeast Portland.

2) The Taskforce recommends that the County outline the necessary linkages for integration of social services and workforce development services and in cooperation with the Workforce Development Board facilitate development and implementation of formal working agreements such as collaboration/partnership agreements, strategic alliances, or joint ventures to assure integration of social service and workforce development services.

3) The Taskforce recognizes the vital role that County frontline workers—case managers, parole/probation officers, juvenile court counselors, and field nurses—play in integrated service delivery and in providing relevant workforce information and referral for their clients. The Taskforce recommends that focus groups be conducted with these groups of frontline workers to:

- a) learn from their experience about client needs and issues for workforce development and provide this input to the Workforce Development Board strategic planning efforts;
- b) learn how to best provide sufficient, relevant and ongoing information and referral data on workforce development to frontline workers. Examples include: workforce development training and orientation, a resource toolkit, and ongoing information resource updating. Based on needs cited by each frontline worker group, relevant workforce development information should be developed for these workers.

#### **COUNTY AS PROVIDER OF WORKFORCE SERVICES FOR SPECIAL POPULATIONS**

4) The assessment findings describe specialized job training and job search assistance programs and services provided by the County that add value to the needs of special populations using minimum County investment or where County serves as administrator of program and pass-through of state or federal funds. The Taskforce recommends that the County's current workforce development services for special populations continue to be supported:

- |                                 |   |
|---------------------------------|---|
| Aging Services:                 | Client Employer Program                     |
| Health Department:              | Student Placement                           |
|                                 | Hiring special populations for on-call work |
| Community Justice:              | Project Payback                             |
|                                 | Community Service                           |
|                                 | D.H. Londer Center for Learning             |
|                                 | African-American Project                    |
| Community &<br>Family Services: | Behavioral Health Employment Assistance     |
|                                 | Developmental Disabilities Employment Asst. |
|                                 | Energy Auditor Training Program             |
|                                 | Homeless Families: Future Employment.       |

#### **COUNTY AS PARTNER**

5) The Taskforce recommends that the County continue to invest funds and participate as a partner along with city, state, and federal agencies in building job training and employment systems for special populations and in specific geographic areas. Examples of special populations includes: adult and juvenile offenders, gang-affected youth and welfare recipients. Examples of geographic areas includes: North/Northeast, outer Southeast, and Rockwood. For example, the County currently is a partner with the city and state in Southeast Work Neighborhood Jobs Center in outer Southeast Portland.

## **COUNTY AS MAJOR EMPLOYER IN THE REGION**

6) The Taskforce recognizes that over the past decade the "bar has been raised" in requirements and standards for entry level positions across industry as well as with the County. The Taskforce recommends that Multnomah County as a major employer in the region, acting on the principle that "people can change," **provide internships and apprenticeships to assist special populations in developing entry-level job skills.**

## **COUNTY ROLE IN LEADERSHIP OF POLICY DEVELOPMENT**

7) The Taskforce endorses and supports the county's role in policy development as outlined in the *Recommendations to the City of Portland, Multnomah County and Washington County Executive on the Review of the Agreement with the Private Industry Council*, as well as the Vision of an integrated approach to service delivery and commitment to continuous improvement of the system. The Taskforce supports the County's participation on the team assigned to implement the reports' recommendations.

## **COUNTY AS ADVOCATE FOR SPECIAL POPULATIONS**

8) The Taskforce recognizes the importance of the County as a member of proposed new Workforce Development Board in **advocating for the workforce needs of its special population clients and appointing members to the Board who represent the County's constituents as well as the private sector.**

9) The Taskforce recognizes the assessment findings identify a critical need for **increased resources for employment and training services for the juvenile and adult offender population.** Current employment and training efforts for this population are not sufficient to address the need. The increasing number of juvenile and adult offenders mixed with the low literacy rates and employment history of population and societal prejudices against this population make for a collision course concerning the future employability potential of offenders.

10) The Taskforce recommends that the County working with the Workforce Development Board **explore eligibility with multiple funding sources for innovative approaches to job training and employment services for juvenile and adult offenders** including the Job Training Partnership Act (JTPA). Although this type of program was funded for four years for youth offenders in the early 1990s, currently no job training and employment program for youth offenders exists in Multnomah County.

11) The Taskforce recognizes the importance of the County's leadership and role as catalyst in working with city, state, and federal partners to assure **advocacy of effective workforce development policies regarding the implementation of new federal welfare reform legislation.**

12) The Taskforce endorses the Vision outlined in the *Recommendations* report (cited in number 7 above) and specifically advocacy of the County's Strategic Investment Program (SIP) as a comprehensive model for linking workforce supply and demand strategies, that is based upon access to quality jobs for people who need them and providing support to assure job retention.