

Request for Quotation (RFQ)

Workforce Development and Training Needs Assessment and Gap Analysis of Natural and Working Land¹ Sectors in Oregon

Creating a Quality Jobs Framework for Oregon’s Land Sectors
Issued by: Oregon Global Warming Commission

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¹ Natural and Working Lands is defined as:

(a) Lands:

- (A) Actively used by an **agricultural** owner or operator for an agricultural operation, including but not limited to active engagement in **farming or ranching**;
- (B) Producing **forest** products;
- (C) Consisting of **forests, woodlands, grasslands, sagebrush steppes, deserts, freshwater and riparian systems, wetlands, coastal and estuarine areas or the submerged and submersible lands within Oregon’s territorial sea and marine habitats associated with those lands**;
- (D) Used for recreational purposes, including, but not limited to, **parks, trails, greenbelts and other similar open space lands**; or
- (E) Consisting of **trees, other vegetation and soils in urban and near-urban areas, including, but not limited to, urban watersheds, street trees, park trees, residential trees and riparian habitats**; and

(b) Lands and waters described in paragraph (a) of this subsection that are:

- (A) **Held in trust by the United States for the benefit of any of the nine federally recognized Indian tribes in this state**;
- (B) **Held in trust by the United States for the benefit of individual members of any of the nine federally recognized Indian tribes in this state**;
- (C) Within the boundaries of the reservation of any of the nine federally recognized Indian tribes in this state; or
- (D) **Otherwise owned or controlled by any of the nine federally recognized Indian tribes in this state**.

BACKGROUND

The [Oregon Global Warming Commission](#) (OGWC) was created by the 2007 Oregon Legislature through [House Bill 3543](#). The mission of the Commission is to recommend ways to coordinate state and local efforts to reduce Oregon’s greenhouse gas emissions, and to help state and local governments, businesses, and Oregonians prepare for the effects of climate change. The OGWC is working to analyze and identify actions across all sectors that can reduce greenhouse gas emissions while continuing to grow Oregon’s economy and simultaneously enhancing equity and quality of life for all Oregonians.

The [OGWC Biennial Report to the Oregon Legislature](#) (2020) documented the potential of natural and working lands to reduce Oregon emissions by an additional 18 percent through climate-smart policies, programs, and practices that capture and store carbon. Avoiding conversion of natural and working lands, restoring habitats, mitigating fire effects, and modifying land management practices can contribute to climate mitigation and/or adaptation, while providing co-benefits, including economic, health, and environmental, to name a few. Achieving these goals requires a trained, skilled, and diverse workforce throughout Oregon.

In 2021, the OGWC published a [Natural & Working Lands Proposal](#) (hereinafter referred to as “Proposal”) that highlights the need for increasing the pace and scale of workforce development and training as well as technical assistance across numerous Oregon natural and working land sectors. New and expanded land sector workforce programs are needed that create pathways that ensure family-wage employment for all people living and working in communities² with current and potential land sector employment (consider communities of color as well as all historically underserved communities).

PURPOSE

This Request for Quotation (RFQ) is being solicited by the Oregon Global Warming Commission (OGWC) to seek qualified entities to provide methodology and estimated costs to conduct a *Workforce Development and Training Needs Assessment and Gap Analysis of Natural and Working Land Sectors in Oregon* to evaluate current technical assistance capacity and projected future technical assistance capacity needs associated with implementing the strategies outlined in the Proposal for achieving natural and working lands sequestration and storage outcomes. The OGWC seeks to identify recommendations for actions that should be taken by the Legislature, agencies, academic institutions, and others to address gaps in workforce training and development that currently serve as programmatic and participation barriers to implementing climate-smart protection,

² The use of the term “Communities” in this scope of work is intended to be defined as: A unified body of individuals, such as people with common interests living in a particular area; a group of people with a common characteristic, or interest living together within a larger society; a body of persons of common and especially professional interests scattered through a larger society; a body of persons or nations having a common history or common social, economic, and political interests; a group linked by a common policy; interacting populations of various kinds of individuals in a common location; a social state or condition; joint ownership or participation; social activity; or society at large.

restoration, and land management policies, programs, and practices. The OGWC aims to develop recommendations to advance workforce development opportunities that maintain, or grow, critical natural and working land sectors responsible for achieving natural and working lands sequestration and storage goals while incorporating training and technical programs that promote diversity, equity, and inclusion in Oregon's economy while implementing, and acting with urgency, science-based land sector strategies to mitigate the effects of climate change stressors.

The OGWC seeks a consultant team to work with its staff and partners to conduct a study and develop recommendations that will:

- Create an inclusive [Quality Jobs Framework](#)³ focused on workforce development strategies and actions that achieve Proposal land sector goals while addressing long-standing inequities and economic disparities across Oregon's land sectors. At a minimum, this framework should:
 - Assist in better understanding the workforce and training needs that support Oregon's land sector landscapes (specifically, working forestlands, agricultural landscapes, blue carbon, rangelands and grasslands, and urban/suburban areas) as well as natural infrastructure, e.g., a community that buys a forest and sustainably maintains it for source water protection, and Proposal goals associated with greenhouse gas capture and carbon storage, while supporting [self-sufficiency standards](#)⁴, mitigating climate change, and equitably generating wealth in communities throughout Oregon.
 - Identify strengths and limitations of Oregon's existing land sector workforce, including information about the number of occupations, type of occupations, wages, and educational requirements and skills needed for each job, emphasizing fundamental skills and credentials for the pre-K through 12 school system as well as out-of-school/after school programming, post-secondary education, and traditional sources of career development for rural youths, such as Future Farmers of America (FFA) and Head, Hearts, Hand, and Health (4H). Engage the employer/demand side of the workforce (i.e., those that make hiring decisions) to assess demand.
 - Assess the level of interest and awareness of young Oregonians in employment in natural lands/resource management pathways as well as deterrents and barriers to natural resource employment. Determine the source of deterrents and barriers and how they can be addressed.
 - Identify where Oregon should focus investments in workforce development in natural and working lands sector employment, including the types of training that should be provided, and to which specific audiences, to achieve Proposal goals associated with natural and working lands. This includes creating career pathways and scaffolding to support development of a sustainable, robust workforce as well as identification of career pathways that are needed but currently do not exist and existing pathways that can be consolidated, or modified, to achieve greenhouse gas

³ Work Systems, Workforce Southwest Washington, Clackamas Workforce Partnership

⁴ Center for Women's Welfare, University of Washington School of Social Work

goals. The capacity to address site-specific conditions across a range of places should be considered (e.g., addressing issues in coastal locations – blue carbon – should have different approaches/emphases than addressing issues in Eastern Oregon forests).

- Develop an inclusive blueprint for action that leads to the development of self-sufficiency-wage land sector jobs that support the place-based ability for people to live and work throughout Oregon, including those individuals that own and manage lands.
- In partnership with local workforce boards, economic development offices, chambers of commerce, trade associations, community colleges, universities, and other relevant entities, leverage existing and new resources to develop a systems approach to expanding and modifying Oregon’s workforce and training to address emerging land sector needs associated with desired levels of greenhouse gas capture and carbon storage on Oregon’s natural and working lands.

QUALIFICATIONS

Eligible respondents include for profit, governmental, 501(c)(3) not-for-profit organizations, institutions of higher learning, or agencies engaged in a public service.

- Priority will be given to organizations with a proven track record of addressing workforce training and development needs, and in particular, those with a demonstrated understanding of how to create a framework that emphasizes quality jobs (i.e., flexibility, sufficient income, safe and inclusive working conditions, predictable hours, comprehensive benefits, accessible and transparent hiring and onboarding, and access to training and advancement opportunities).
- Priority will be given to organizations with a proven track record of maintaining high standards of program management and accountability.
- Applicants must incorporate methodologies that engage Indigenous people (Tribal Nations and individuals) and include Indigenous Traditional Knowledge and Stewardship.
- Applicants are strongly encouraged to be led by, or team with, minority- and women-owned businesses organizations, local workforce boards, small businesses and/or, where applicable, include people of color and Indigenous people, and low-income people as contracted team members.
- Applicants must demonstrate an understanding of the impact of institutional and structural racism and bias on under-resourced communities.
- Applicants must demonstrate the ability to adapt expertise and insights from similar analyses conducted in other states and/or globally and adapt lessons learned to address Oregon’s needs.
- Applicants must present technical information in a clear, concise, and engaging way that can be understood and assimilated by the general public.
- Applicants must demonstrate a proven track record in each of the tasks in their proposal.

- Proposals must demonstrate how the proposed strategies will connect people to future phases on their employment journey, including training, apprenticeship, on-the-job training, or full-time employment.
- Applicants must incorporate findings into **meaningful actions** that will support decision makers in capacity building, investment, and other ways that create a functional, long-term system to address Proposal climate change goals on natural and working lands while creating a statewide framework that results in an equitable economy.
- Applicants must be able to groundtruth numbers based on analysis with actual employers making hiring decisions.

DELIVERABLES

- A. Conduct a comprehensive Workforce Development and Training Needs Assessment and Gap Analysis of Natural and Working Land Sectors in Oregon that defines workforce needs associated with achieving Proposal natural and working lands goals, including conducting an inventory of existing resources, analyzing gaps, and developing an implementation plan for action, with metrics to assess implementation success.
 - a. Identify other state entities conducting similar studies, and align to minimize duplicative work, where possible.
 - b. Compile Baseline Inventory Information - Provide a baseline inventory of businesses, industries, and workers in Oregon's natural and working lands economy, characterizing them by land sector segment, and documenting associated growth trajectories.
 - i. Assess the current status of Oregon's land sector workforce. Consider the use of a variety of methods and tools to assess current status, including, but not limited to, reports and other documentation on Oregon's workforce (e.g., [Quality Jobs Framework](#)), engagement with Oregon state agencies (e.g., Oregon Departments of Agriculture and Forestry, South Slough National Estuarine Research Reserve), commissions (e.g., Higher Education Coordinating Commission), and others (e.g., Soil and Water Conservation Districts, Coalition of Oregon Land Trusts, Oregon's coastal watershed associations, Tillamook Estuary Partnership) that collect and house statistics on Oregon's job markets and economy, databases, interviews, focus groups, surveys, questionnaires, self-assessments, and observations.
 - ii. Assess regional wage estimates by land sector occupation and industry as well as local, regional, and statewide labor demand forecasts, and highlight equity gaps with a focus on race/ethnicity and gender.
 - iii. Identify barriers to entry into natural and working lands sector employment.
 - c. Inventory Existing Resources - Assess Oregon's workforce development system and its collective capacity to recruit, prepare, place, and/or retrain, and retain, and advance workers for jobs that are created, or transformed, by greenhouse gas capture

and carbon storage goals on natural and working lands. Analyses should include an assessment of roles and coordination among entities that provide community-based job training (e.g., community colleges, apprenticeships, regional workforce programs, re-entry programs for incarcerated individuals), and an assessment of effectiveness of training and education systems differ by sector and skill level.

i. Training

1. Identify the causes and reasons for any identified training gaps as well as new approaches that could be taken to eliminate training gaps. Document efficiencies that could be had by eliminating, or reducing, redundancies in training program.
2. Identify the programmatic⁵ and participation⁶ barriers, access to workforce training, and equity issues associated with the development and amplification of land sector sufficiency-wage jobs in Oregon, including poverty, unemployment, social determinants of health, unpaid labor, broadband access, disabilities, mental health/addiction issues, background issues, language barriers, lack of access to transportation, crowded housing, educational attainment, the siloed systems of support and service, and cliff effects⁷, to name a few. Develop strategies to address these issues, including consideration of pre-apprenticeships, which have demonstrated effectiveness attracting disadvantaged, minority, and low-income workers to green job programs that best prepare these individuals for success in apprenticeship programs, certifications, and wage ladders.

ii. Technical assistance

1. Compile information on all land sector technical assistance programs available throughout Oregon (e.g., Oregon Department of Forestry – erosion reduction; Natural Resources Conservation Service – conservation of soil and water resources via Environmental Quality Incentives Program (EQUIP)).
2. Document key gaps in technical assistance with an emphasis on underserved populations.
3. Develop recommendations to enhance land sector technical assistance programs and delivery, with an emphasis on underserved communities and populations, Indigenous people, people of color, and families.

⁵ Examples include agency technical assistance funding and staffing levels, data access and sharing, and lack of private sector engagement.

⁶ Examples include cultural and demographic factors, land ownership and land tenure issues, measurement and data limits, economic consideration, administrative hurdles, and unique barriers to Tribal, Indigenous, and people of color participation.

⁷ Definition: Individuals or families that receive public benefits experience a reduction or loss of those benefits because of new or increased income, despite the fact that the income does not fully compensate for the loss of those public benefits.

4. Identify individuals, programs, and organizations across the state involved in implementing, or supporting, practices that have the potential to reduce greenhouse gas emissions and increase net carbon sequestration and storage, and/or adapt to the realities of a changing climate, to create a pool of individuals that may be able to contribute to curriculum development and training programs.
- d. Project Future Land Sector Workforce Needs in Current and Emerging Markets - Project potential future workforce needs to achieve Proposal goals, including the future market size and workforce growth, incorporating retirements. Identify methodology used to project future workforce needs. Identify natural and working land sector employment positions, compensation, and educational/skill-competency-certification requirements needed by job candidates to fill priority and high-demand land sector jobs. Compare existing supply of land sector workers (baseline inventory) with what is needed to successfully implement the Proposal. Assess Oregon's potential and challenges to creating, retaining, expanding, attracting, supporting, and sustaining land sector sufficiency-wage jobs.
 - i. Identify components of a mixed-delivery system needed to ensure access to high-quality, affordable early care and education to all youth and families throughout Oregon, which includes, at a minimum, flexible hours and year-round care, prioritizes equitable access and affordability, promotes educational continuity, and leverages essential infrastructure.
 - ii. Describe the infrastructure/system, scaffolding, policies (e.g., wildfire smoke, extreme precipitation events), incentives, and other factors needed to support the growth and development of land sector self-sufficiency-wage jobs throughout Oregon, including specific short- and long-term strategies that will achieve Proposal goals while ensuring equitable workforce development. Include accounting for future skillsets currently not anticipated in a climate-compromised future.
 1. Training and education programs
 - a. Catalog skills, training, and educational needs.
 - b. Develop a resource inventory of existing training and education programs that serve the industries and occupations affected by the Proposal.
 - c. Conduct a capacity development strategy, assessing the scalability of existing training programs as well as capacity of training infrastructure.
 - e. Analyze workforce and labor market dynamics that affect Oregon's achievement of Proposal and land sector goals. Include the financial feasibility/viability of private land ownership and management, and report on projected effects to the economy, environment, and the Proposal's natural and working lands goals if workforce demand is not met or investments are insufficient (include leakage effects).

- B. Develop a Quality Jobs Framework that includes an implementation roadmap of short- and long-term strategies to bridge workforce development and training gaps and achieve Proposal goals for Oregon’s five land sectors – agricultural lands, forestlands, urban/suburban lands, grasslands and rangelands, and blue carbon. Our vision does not result in the creation of a new program, or a program that operates parallel to existing programs. Rather, it streamlines and accelerates solutions through partnerships and knowledge share with a new, interconnected system that:
- fosters collaboration among social service and learning systems
 - engages a diversity of individuals in Oregon’s land sector-associated communities through focus groups and community building
 - ensures equity and self-sufficient wages
 - creates the scaffolding and infrastructure to develop and support career pathways from pre-K to 12, after school and out-of-school activities
 - illustrates Equity in Action, creating equitable outcomes in wealth, jobs, healthcare, and education
 - considers individuals throughout their life cycle
 - identifies the fundamental skills, credentials, and curriculum needed to achieve proposal goals for the pre-K through 12 school system, after school and out-of-school programming, and post-secondary education
 - creates and fosters career pathways
 - considers the roles of the private sector, nonprofits, government, and others in the delivery of the system
 - describes governance needed to create, implement, and sustain the interconnected system long-term
 - encourages investments in the framework using a coordinated, collaborative approach
 - includes strategies based on self-sufficiency wages, safe working conditions/worker engagement, predictable hours, comprehensive benefits, accessible hiring and onboarding practices, and training and advancement opportunities
 - identifies metrics for success.

CONTENT AND REQUIREMENTS FOR A PROPOSAL

The items contained in this section must be included in the Bidder’s proposal to meet the minimum requirements for evaluation. The sections must be in the order described and written in a straightforward and concise manner.

A. Proposal Content Requirements

1. Proposal cover sheet
2. Table of Contents
 - a. Proposal Narrative, including proposed strategy and methodology (Maximum 10 pages)

1 December 2022

3. Proposed Budget to Achieve Work Defined in Proposal
 - a. Budget Narrative (Maximum 4 pages)

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