



W. I. O. A.

LANE WORKFORCE PARTNERSHIP
300 Country Club Road • Suite 120 • Eugene, OR 97401

AGENDA MEMORANDUM

DATE: May 2, 2007

ORDER DATE: May 16, 2007

TO: Board of County Commissioners

DEPARTMENT: Lane Workforce Partnership

PRESENTED BY: Chuck Forster, Executive Director

AGENDA ITEM TITLE: ORDER/IN THE MATTER OF APPROVING THE LOCAL STRATEGIC UNIFIED WORKFORCE TWO-YEAR PLAN FOR TITLE I-B OF THE WORKFORCE INVESTMENT ACT OF 1998

I. MOTION

ORDER/IN THE MATTER OF APPROVING THE LOCAL STRATEGIC UNIFIED WORKFORCE TWO-YEAR PLAN FOR TITLE I-B OF THE WORKFORCE INVESTMENT ACT OF 1998

II. AGENDA ITEM SUMMARY

The purpose of this agenda item is to receive approval by the Board of County Commissioners of the local Two-Year Plan (2007-2009) for Title I-B of the Workforce Investment Act of 1998. The Lane Workforce Partnership Board of Directors approved this plan effective February 22, 2007.

As a Workforce Investment Board, the Workforce Partnership is charged with the responsibility of coordinating, promoting and supporting workforce development activities in Lane County. The Lane Workforce Partnership's 39 member board of directors is composed of a majority from business, as well as representatives from education, community-based organizations, labor, economic development, state agencies, and elected officials (see Board Roster, Attachment 2).

In order to submit this plan to the State, it must be approved by the Lane County Board of Commissioners, named as the regional chief elected officials for the purposes of the Workforce Investment Act.

III. BACKGROUND/IMPLICATIONS OF ACTION

A. Board Action and Other History

On May 18, 2005, the Board of County Commissioners approved a Local Unified Workforce Development Plan under the Workforce Investment Act of 1998 covering the period July 1, 2005 through June 30, 2007.

The Lane Workforce Partnership is committed to strengthening Lane County's competitiveness in a global economy by preparing the current and future workforce to meet the skill needs of employers. To accomplish this, the Lane Workforce Partnership board of directors developed a system of services with four categories of customers in mind: *businesses, the universal job seeker, the low-income adult, and the dislocated worker*. All of these customers are served through the Workforce Partnership's comprehensive service delivery center, The Workforce Network and, through a contract with Lane Community College. All but the business customer are served at The Workforce Network satellite on the college campus.

The Lane Workforce Partnership works hard to create a demand-driven workforce system responsive to local businesses and economic development needs. The system is constantly evolving as the future needs of businesses and job seekers change.

B. POLICY ISSUES

In order for states to receive the workforce appropriations, the United States Department of Labor Employment and Training Administration requires the submission of two-year state Plans. In response to this request, the CCWDD (Community Colleges and Workforce Development Department) asked the local workforce investment boards to also submit a Two-Year Plan spanning July 1, 2007 through June 30, 2009.

This plan builds upon and integrates the Oregon Workforce Investment Board (OWIB) strategic Plan, "Winning in the Global Market", which is driven by factors including globalization, demographic shifts and advancing technology. When Lane Workforce Partnership created its first "State of the Workforce Report" in 2006, that same "quiet crisis" was identified at a regional level. Results of this initial and continuing environmental scan have mobilized the Board of Directors and staff. It is clear that the Lane Workforce Partnership must take a leadership role in regards to these disturbing trends. The Lane Workforce Partnership's Strategic Goals and Objectives, upon which the Two-Year Plan is based, reflect a pro-active response to this workforce crisis.

C. Board Goals

The local Two-Year Plan addresses the following Board of County Commissioners' goal: *Work for a strong regional economy to expand the number of family wage jobs available in Lane County*. This goal is advanced through targeting of resources to growing industry clusters in Lane County, as well as through occupational skill training of current and emerging workers.

D. Financial and/or Resource Considerations

While final allocations will not be received from the Office of Community Colleges and Workforce Development until June 2007, estimated allocations for the first year (July 1, 2007 through June 30, 2008) of the two year plan are:

Youth Allocation	\$1,366,079
Adult Allocation	\$1,190,794
Dislocated Worker Allocation	\$1,358,588

Allocations for program year July 1, 2008 through June 30, 2009 will not be known until April 2008 at the earliest.

E. Analysis

The Lane Workforce Partnership board of directors adopted the following guiding statements:

Vision: *Lane County employers will have a trained workforce and individuals will have the knowledge and skills for career success.*

Mission: *To meet the workforce needs of employers and individuals through partnerships and innovation*

Values: *customer driven service; integration of service delivery; inclusiveness; long-term relationships; accountability*

Strategic Direction: *To promote a local workforce pool and the alignment of the quantity and quality of the pool with current and future business/industry needs*

Primary Board Activities: *scanning; convening; facilitating; providing; evaluating*

Lane Workforce Partnership's Two-Year Strategic Plan supports the overall goal of building a demand-driven, seamless workforce delivery system. One stop delivery systems, partnerships and gap analyses are represented throughout the Plan. Multiple avenues for business participation, including consortia, forums, and surveys, will provide a continual flow of feedback from industry, allowing the Workforce Partnership to identify and address gaps. This information will be continually streamed to The Workforce Network (service delivery system operated by the Lane Workforce Partnership), job seekers and our education partners in the system. The Workforce Network will increasingly emphasize and target resources toward higher skilled, higher wage demand occupations, particularly those in target clusters. The Workforce Network will also continue to provide and improve accessibility to all customers with a special emphasis on the untapped labor pool, e.g. older workers and people with disabilities.

The Plan is based on the following strategic goals and objectives: (See Attachment 3) for details).

Goal 1: To build a pipeline of higher skilled workers to meet business demand

- Increase academic, workforce readiness, and occupational skills of the emerging workforce
- Increase training and employment opportunities for transitional workers, especially the untapped labor pool in higher wage, high demand occupations and careers, within targeted industry clusters
- Upgrade the skills of the current workforce with an emphasis on higher wage, career growth opportunities in targeted industry clusters
- Conduct regular skill gap analyses and communicate results

Goal 2: To align business, workforce, education, human services and economic development policies and programs to grow a healthy economy

- Continue to communicate a sense of urgency around the skills crisis
- Further the development of cluster-driven workforce strategies
- Identify/align with community and economic development initiatives that foster the board's mission
- Promote initiatives with K-12 and Lane Community College to align curricula to workforce opportunities and needs

Goal 3: To increase federal and non-federal resources for board initiatives

- Support state-wide and regional initiatives to increase funding for workforce development
- Develop and implement alternative funding strategies

THE WORKFORCE NETWORK

The service delivery vehicle established by Lane Workforce Partnership to serve business and job seeker customers is The Workforce Network. The Workforce Network serves all adults regardless of income or employment status. The Workforce Network is a partner of WorkSource Oregon, the State of Oregon's one stop delivery system.

The Workforce Network has two locations in the Eugene area. The Workforce Network center at 2510 Oakmont Way was established as the comprehensive service delivery center serving businesses and job seekers. Established through a contract with the Lane Workforce Partnership Board of Directors and Lane Community College (LCC), a satellite site was located on the college campus to deliver job seekers services. Over 9,900 job seekers have accessed services through The Workforce Network this past year.

Business Services Strategies

Many strategies in the Two-Year Plan related to business services focus on the untapped labor pool (older workers, people with disabilities, minority populations, and workers re-entering the workforce or changing careers), who will be increasingly sought by businesses facing shortages of workers. Lane Workforce Partnership's comprehensive approach will cover both the demand and supply side of the equation. Lane Workforce Partnership will educate local businesses about recruiting and retaining untapped labor pool populations and about career mapping and other "grow your own" strategies for their current workers, while at the same time preparing the untapped labor pool to fill the vacuum of newly created jobs and those jobs vacated by retiring boomers.

Over 1,300 businesses were served through The Workforce Network in FY 2006. Business services include:

Recruit, screen, test and refer applicants - With an applicant pool of over 10,000, The Workforce Network helps businesses to fill positions from entry level to executive. Using services, such as *iMatchSkills*, *Executive Career Finders*, *WorkNet*, and *targeted job fairs*, businesses save time and money by matching the right people to the right job. In addition, applicants are tested on their computer skills (MS Word, Excel, Access and others).

Consult on workforce needs - Experienced staff work with employers to develop solutions to meet their workforce needs, e.g. upgrade the skills of the current and future workforce to improve productivity and position businesses to be globally competitive. Business services are provided by Employment Department staff at The Workforce Network Center. Each business service representative is assigned to an industry sector and becomes a specialist in meeting the needs of businesses in those sectors.

Broker of workforce information - The Workforce Network Center provides businesses with local and statewide labor market information. In addition, businesses can access information on employer tax credits, industry trends, wage and salary data, employment statistics, employment and training providers, etc.

Jobseeker Services Strategies

Jobseekers that utilize The Workforce Network fall into two categories: "transitional workers", those between jobs or dislocated from their primary occupation, and "current workers", those that are part-time and/or underemployed.

Transitional Workers

Two-Year Plan strategies related to transitional workers will focus on the untapped labor pool. As the available workforce pool shrinks, populations with traditionally low labor participation rates, such as people with disabilities and older workers, will be increasingly sought by employers.

Provide outreach – Increase The Workforce Network outreach to untapped labor pool populations, e.g. 45+ workers, people with disabilities, etc. Maintain one-stop center accessibility for disabled job seekers.

Work-based Training - Explore use of work-based training opportunities such as on-the-job training and customized employer training.

Targeted Allocations - Allocate training dollars with an emphasis on higher wage, high demand occupations with career path opportunities, especially within targeted industry clusters.

Current Workers

Two-Year Plan strategies addressing current workers focus on assisting entry-level, low-wage and part-time workers to progress in their career paths by accessing additional training and/or focusing on occupations that offer higher wages and advancement opportunities.

Outreach – Increase access to career/wage progression services for current workers, especially low-wage workers, e.g. 16-29 year olds.

Wage Progression - Continue wage progression emphasis with low wage current workers, and implement wage progression pilot project with TANF/WIA population.

Targeted Allocations - Continue to invest Employer Workforce Training Fund and WIA wage progression funds toward targeted industry clusters.

Career Pathways

Career Pathways are a critical workforce development strategy in the Two-Year Plan. For the emerging and transitional workforce, career pathways offer avenues for educational planning, goal setting, and work-based skill development. For current workers, career pathways offer a step-by-step route toward career advancement and wage progression. Lane Workforce Partnership will focus its resources on preparing the workforce for careers in targeted cluster industries that offer defined and progressive pathways.

Through its cluster strategy consortium work with the healthcare and RV industries, Lane Workforce Partnership has developed comprehensive career maps for each of these industries. These maps are used by career advisors at The Workforce Network to assist individuals in career planning decision making. They are also used by current workers to plan for career advancement.

A webpage will be created that will spotlight Lane County targeted industries, including developed career maps and cluster snapshots. Outreach will be provided to businesses about career mapping and pathways as “grow your own” strategies.

YOUTH SERVICES

Workforce Investment Act funds are also used to provide services to low income youth throughout Lane County. The purpose of Workforce Investment Act (WIA) youth programs is to prepare low income young people between ages 14 through 21 years to be the future workforce through programs emphasizing high school completion, academic and occupational skill development, postsecondary training and employability.

All youth receive comprehensive assessment, written training Plans and ongoing evaluation to meet their changing needs. Emphasis is on strong linkages with employers and labor organizations, workplace readiness training and literacy improvement. In addition, In addition, youth services are delivered in coordination with other youth programs in the local area.

The Lane Workforce Partnership's youth services are provided by school districts, community-based organizations and governmental agencies. They include the Eugene, McKenzie, Oakridge, Pleasant Hill, South Lane and Springfield school districts; Looking Glass Riverfront School and Career Center; Northwest Youth Corps; and Lane County Department of Youth Services.

Specific strategies in the Two-Year Plan related to youth include:

Internships - Support internships for youth as an introduction to career pathways and an opportunity for skill development, and create an RV Consortium Internship Program as a model for other target industries.

Workforce Readiness - Reward youth with positive gains in LRI or other work readiness assessment tool with preferred access to worksite placements, internships and/or additional training. Explore creation of board-recognized certificate for youth to be marketed to business.

Academic Skills Improvement - Continue supporting programs that promote instruction in Algebra 1, higher math and literacy, especially those with an integrated curriculum and academic bridge components such as Regional Technical Education Consortium.

Earn and Learn - Research and increase use of "earn and learn" strategies for youth, including paid internships and apprenticeship programs.

PROGRAM PERFORMANCE GOALS

Workforce Investment Act programs are performance driven. There are fifteen performance goals (four for adults, four for dislocated workers, and seven for youth). The budget, participant and performance plan for PY 2006-2007 is as follows:

Service Categories	Number of Participants Registered/ Enrolled/Served	Funding Allocation	Indicator of Performance (TEGL 17-05)	LWIA Performance Target
Adults	Plan for 06/07: 400	\$1,142,548.00	- Entered Employment Rate	88%
			- Retention Rate	85%
			- Average Earnings	\$10,000
			- Employment & Credential rate	60%
Dislocated Workers	Plan for 06/07: 500	\$1,342,005.00	- Entered Employment Rate	90%
			- Retention Rate	91%
			- Average Earnings	\$12,879
			- Employment & Credential Rate	60%
Older Youth Age 19 – 21	45	\$1,305,247.00	- Entered Employment Rate	68%
			- Retention Rate	82%
			- Earnings Change	\$3,100
			- Employment & Credential Rate	50%
Younger Youth Age 14 – 18	300		- Diploma Attainment	73%
			- Skill Attainment	80%
			- Retention	75%

Performance Indicator Definitions

Entered Employment Rate: Individuals who are still employed 3 months (1 quarter) after exiting the program.

Retention Rate: # of adult participants who are employed in both the second and third quarters after the exit quarter after employment.

Average Earnings (Adults and Dislocated Workers): Total earnings in the second plus the total earnings in the third quarters after the exit quarter

Employment & Credential Rate (Adults and Dislocated Workers): Percentage of the individuals who received training, which resulted in receiving a credential, and are now employed.

Employment & Credential Rate (older Youth) The number of youth in employment, post-secondary education or advance training by the end of the first quarter after exit who received a credential by the end of the third quarter after exit.

Skill Attainment Rate: The percentage of learning goals in basic skills, workplace readiness and occupational training that were set and achieved in a year's time.

Diploma or Equivalent Attainment Rate: The number of youth who earn a diploma or equivalent by the end of the first quarter after exit.

EMPLOYER WORKFORCE TRAINING FUNDS

Employer Workforce Training funds were established by Governor Kulongoski to support the retention and growth of quality jobs, a skilled workforce and competitive businesses in Lane County. The emphasis of the funds is to upgrade skills of the private sector workforce in order to increase productivity, keep Lane County businesses viable and competitive, and to offer new skills and opportunities to Lane County's workers.

The Lane Workforce Partnership is the fiscal agent responsible for awarding and managing these funds. The funds are awarded by the Employer Workforce Committee of the Lane Workforce Partnership board of directors. Priority for these funds is targeted toward industries that have been identified as the primary economic drivers for our region or industries that are facing severe workforce shortages. Current targeted industries include: Forest/Wood/Paper Products; Transportation/RV; Computer/Electronics Manufacturing; Software Publishing and Distribution; and Healthcare/Life Sciences.

Twenty-one local companies have benefited from these workforce training funds since 2004, training over 1,500 workers and creating over 300 jobs.

WORKFORCE CONSORTIA

Support and development of industry-driven workforce consortia related to Lane County's target industries figures prominently in the Plan. Lane Workforce Partnership coordinates three active consortia groups: The RV Consortium, the Community Healthcare Education Network (CHEN), and the Southern Willamette High Performance Consortium. A fourth Manufacturing Consortium is under consideration. The Workforce Network and youth programs are asked to coordinate activities with these consortia. In the first year of the Plan, an RV Consortium internship program will be developed for Lane County high school and college students. This will create a model for other consortia to follow. These consortia will ensure a regular flow of information from industry regarding workforce needs and issues. These groups will also serve in an advisory role when related curriculum at the community college is developed.

STRATEGIC ALIGNMENTS

Education

The disconnect between industry needs and educational offerings is a significant issue in Lane County. Lane Workforce Partnership will use its role as convener to assist in brokering industry-driven curriculum and training preparation for key higher wage, high demand occupations and careers, especially within targeted industry clusters.

There will be many opportunities for these conversations to take place within the scope of the plan:

- Education will be represented in all organized business-led cluster groups, ensuring a regular communication flow regarding training needs.
- A K-12 taskforce of board members and superintendents, or their representatives, will be created to promote alignment between education and business needs.
- Demand occupations in target clusters in Lane County will be identified, as well as skill and training gaps. Employer-led partnerships will be created to address those gaps.
- A series of forums with educators will be conducted regarding skill gaps.
- A second State of the Workforce Report will be published in 2008. This report will contain detailed information on industry cluster needs and will be widely distributed to the education community.

Economic Development

Improving the alignment of workforce development and economic development activities in Lane County is a priority for the Lane Workforce Partnership. Currently, several staff from the Lane Workforce Partnership serve on various economic development boards in the county including the Lane Economic Committee, Lane County Economic Development Standing Committee, and the Eugene Chamber of Commerce Economic Development Committee. Regional, state and local economic development representatives serve on the Lane Workforce Partnership Board of Directors and committees. The Lane Workforce Partnership Board President is now a voting member of the Lane Metro Partnership Board, the primary economic development agency in Lane County. The Lane Workforce Partnership Executive Director is an ex-officio member of that board as well, and serves as proxy for the Lane Workforce Partnership Board President.

These board memberships ensure that both workforce and economic development needs are represented at the table. An example of the impact of this type of representation is that as a result of representation on the Lane County Economic Standing Committee, half of the business development funds the committee oversees are now committed to workforce development projects.

Lane Workforce Partnership partners closely with Lane Metro Partnership, Lane County's local economic development organization. Events are regularly co-hosted with the Metro Partnership, including business awards luncheons and workforce summits. This has served to reinforce the relationship and the connection of workforce and economic development in the eyes of business and the community.

F. Alternatives/Options

To not approve the Two-Year Plan Compliance Plan would result in loss of approximately \$3.9 million of federal Workforce Investment Act funds and services to Lane County citizens.

V. TIMING/IMPLEMENTATION

Upon approval by the Lane Workforce Partnership board of directors, Lane County Board of Commissioners and the Governor, the Two-Year Compliance Plan will be in effect from July 1, 2007 - June 30, 2009.

VI. RECOMMENDATION

To approve the Two-Year Plan.

VII. FOLLOW-UP

This Two-Year Plan is intended to be an interim Plan until reauthorization of the Workforce Investment Act. At that time, the Lane Workforce Partnership will engage in a comprehensive strategic planning process. Once completed, the Plan will be brought before the Board of County Commissioners for approval.

VII. ATTACHMENTS

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| Attachment 1 | Board Order |
| Attachment 2 | Board Roster |
| Attachment 3 | Organizational Goals and Strategic Objectives |
| Attachment 4 | Two-Year Plan for the Workforce Investment Act |

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

**}ORDER/IN THE MATTER OF
}APPROVING THE TWO-YEAR
}COMPLIANCE PLAN FOR TITLE I-B
}OF THE WORKFORCE INVESTMENT
}ACT OF 1998**

ORDER NO.

WHEREAS, Title I-B of the Workforce Investment Act of 1998 requires the development of a workforce plan by workforce investment boards and;

WHEREAS, the State Department of Community Colleges and Workforce Development has requested local workforce investment boards submit Two-Year Compliance Plans for Title I-B of the Workforce Investment Act of 1998; and

WHEREAS, in order to receive federal workforce development funds a workforce development plan is required; and

WHEREAS, these funds will be used to meet the needs of Lane County businesses, universal job seekers, low-income adults, dislocated workers and low-income youth, it is hereby,

RESOLVED AND ORDERED, that the Lane County Board of Commissioners approve the Two-Year Compliance Plan for Title I-B of the Workforce Investment Act of 1998 as presented by the Lane Workforce Partnership as set forth in Attachment I, attached hereto and incorporated by this reference.

Dated this _____ day of May 2007

Chair, Lane County Board of County Commissioners

**ORDER/IN THE MATTER OF APPROVING THE TWO-YEAR COMPLIANCE PLAN
FOR TITLE I-B OF THE WORKFORCE INVESTMENT ACT OF 1998**

APPROVED AS TO FORM

Date 5/8/07 Lane County

Teresa Stahl
OFFICE OF LEGAL COUNSEL



LANE WORKFORCE PARTNERSHIP

LOCAL STRATEGIC UNIFIED WORKFORCE PLAN

(July 1, 2007 – June 30, 2009)

AND

CONTRACT

FOR

THE

**LOCAL WORKFORCE INVESTMENT BOARD
FOR LANE COUNTY**

(REGION 5)

PART I

**LANE WORKFORCE PARTNERSHIP
LOCAL WORKFORCE UNIFIED PLAN**

(July 1, 2007 - June 30, 2009)

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LANE WORKFORCE PARTNERSHIP LOCAL WORKFORCE UNIFIED PLAN – PART 1

A. VISION (20 CFR 661.345)

1. *Describe your vision for your local workforce system*

In January 27, 2000, the Lane Workforce Partnership was appointed as the Workforce Investment Board under the Workforce Investment Act by the Lane County Board of Commissioners, and the City Councils of Eugene and Springfield. As a Workforce Investment Board, the Workforce Partnership is charged with the responsibility of coordinating, promoting and supporting workforce development activities in Lane County.

A business-led workforce development organization, the Lane Workforce Partnership is dedicated to assisting employers recruit and retain employees, and to helping individuals find employment and progress in their careers. With this charge, the board of directors adopted the following guiding statements:

Vision: *Lane County employers will have a trained workforce and individuals will have the knowledge and skills for career success.*

Mission: *To meet the workforce needs of employers and individuals through partnerships and innovation*

Values: *customer driven service; integration of service delivery; inclusiveness; long-term relationships; accountability*

Strategic Direction: *To promote a local workforce pool and the alignment of the quantity and quality of the pool with current and future business/industry needs*

Primary Board Activities: *scanning; convening; facilitating; providing; evaluating*

In the implementation of its Mission, Vision and Values, the Lane Workforce Partnership Board established Results Policies (Appendix I). These policies align with Lane Workforce Partnership's Organizational Goals and with the challenges identified in the 2006 State of the Workforce Report (Appendix VII).

The Lane Workforce Partnership is committed to strengthening Lane County's competitiveness in a global economy by preparing the current and future workforce to meet the skill needs of employers. To accomplish this, the Lane Workforce Partnership board of directors developed a system of services with four categories of customers in mind: *businesses, the universal job seeker, the low-income adult, and the dislocated worker*. All of these customers are served through the Workforce Partnership's comprehensive service delivery center, The Workforce Network and,

through a contract with Lane Community College, all but the business customer is served at The Workforce Network satellite on the college campus.

The Lane Workforce Partnership works hard to create a demand-driven workforce system responsive to local businesses and economic development needs. The system is constantly evolving as the future needs of businesses and job seekers change.

a. *How does it build upon and integrate the Oregon Workforce Investment Board (OWIB) strategic Plan, “Winning in the Global Market” and the strategic goals.*

The OWIB strategic Plan, “Winning in the Global Market”, is motivated by a cited “urgent need” driven by factors including globalization, demographic shifts and advancing technology. When Lane Workforce Partnership created its first “State of the Workforce Report” in 2006, that same “quiet crisis” was identified at a regional level. Results of this initial and continuing environmental scan have mobilized the Board of Directors and staff. It is clear that the Lane Workforce Partnership must take a leadership role in regards to these disturbing trends. This strategic plan, like OWIB’s plan, reflects a pro-active response to this workforce crisis.

Many of the Lane Workforce Partnership’s plan objectives mirror those in the OWIB plan including:

- **An emphasis on high performance practices:** A High Performance Manufacturing Consortium will be organized in Lane County.
- **Living wage jobs:** Avenues toward higher skilled, higher wage jobs with career pathways are supported throughout the plan, including career/wage progression projects, targeted training dollars, and an emphasis on career paths that lead to living wage jobs.
- **Academic and work readiness skills for the knowledge-based economy:** Work-based training opportunities, a focus on academic skill gains for youth and exploration of a board-recognized employability certificate are planned activities that will support the Lane Workforce Partnership’s related goal “to Build a Pipeline of Higher Skilled Workers to Meet Business Demand.”
- **Closing the skills gap:** Furthering the development of industry-led cluster-based strategies and focusing on high-demand occupations will help Lane Workforce Partnership to continually monitor and address skill gaps in Lane County.
- **Acquire stable and adequate funding:** Lane Workforce Partnership’s goal, “To Increase Federal and Non-Federal Resources for Board Initiatives” and its associated activities will support OWIB’s goal at the local level.

- **Enhance strategic planning and coordination across agencies and partners:** Alignment and coordination of activities, resources and knowledge across related partners in the local system is a priority for the Lane Workforce Partnership Board. The depth of the workforce crisis is such that no one agency can address it alone; therefore, one of the Board's goals is "To Align Business, Workforce, Education, Human Services and Economic Development Policies and Programs to Grow a Healthy Economy."

2. *Identify the roles and responsibilities of the workforce partners and how they were determined.*

On January 27, 2000 when the Lane County Board of Commissioners designated the Lane Workforce Partnership Board as the Local Workforce Investment Board it also approved a local Five-Year Unified Plan beginning July 1, 2000 and ending June 30, 2005.

This Unified Plan identified the workforce partners under the Workforce Investment Act of 1998. Designated as partners in 2000, the following agencies formed a Consortium, which continues to provide oversight of the day-to-day operation of the One-Stop Center, known as *The Workforce Network*. Members of the Consortium are:

- Department of Human Services
- Lane Community College
- Lane Workforce Partnership
- Oregon Employment Department
- Vocational Rehabilitation Services

The general understanding and commitment to the Consortium agreement is built with the following understandings:

Workforce Partners Roles & Responsibilities:

Resource Contribution to the Center and the System: All Consortium members will be expected to commit resources to the operation of the One Stop Center(s) and be willing to maintain and upgrade, as needed, the computers and software at their sites previously supported by the One Stop Career Network Grant. It is understood that the benefit any partner receives must be commensurate with their contribution. *See local Resource Sharing Agreement for detailed costs and contributions (Appendix II).*

Governance: The Consortium will oversee management of the system. Lane Workforce Partnership staff, as part of their responsibility to the Partnership Board, will coordinate day-to-day management of the system and serve as staff to the Consortium. Each partner will maintain direct supervision of their agency staff. The Workforce Partnership Board, in cooperation with the Board of County Commissioners as the Chief Elected Officials for WIA in Lane County, will serve as

the policy body and final authority for the One Stop system under the Workforce Investment Act.

B. STRATEGIC PLAN (20 CFR 661.345)

- 1. Describe the strategic plan and goals that have been developed by the board to meet the vision, including such elements as One-stop delivery system/partnership issues and issues relating to gaps in services to employers and job seekers.***

Lane Workforce Partnership's Two-Year Strategic Plan includes the following goals and objectives: (See Appendix III for detailed plan).

Goal 1: To build a pipeline of higher skilled workers to meet business demand

- Increase academic, workforce readiness, and occupational skills of low income youth
- Increase training and employment opportunities for transitional workers, especially the untapped labor pool in higher wage, high demand occupations and careers, especially within targeted industry clusters
- Upgrade the skills of the current workforce with an emphasis on higher wage, career growth opportunities in targeted industry clusters
- Conduct regular skill gap analyses and communicate results

Goal 2: To align business, workforce, education, human services and economic development policies and programs to grow a healthy economy

- Continue to communicate a sense of urgency around the skills crisis
- Further the development of cluster-driven workforce strategies
- Identify/align with community and economic development initiatives that foster the board's mission
- Promote initiatives with K-12 and Lane Community College to align curricula to workforce opportunities and needs

Goal 3: To increase federal and non-federal resources for board initiatives

- Support state-wide and regional initiatives to increase funding for workforce development
- Develop and implement alternative funding strategies

Lane Workforce Partnership continues to build a demand-driven, seamless workforce delivery system. One stop delivery systems, partnerships and gap analyses are represented throughout the Plan. Multiple avenues for business participation, including consortia, forums, and surveys, will provide a continual flow of feedback from industry, allowing the Workforce Partnership to identify and address gaps. This information will be continually streamed to The Workforce Network, job seekers and our education partners in the system. The Workforce Network will increasingly emphasize and target resources toward higher skilled, higher wage demand occupations, particularly those in target clusters. The centers will also continue to provide and improve accessibility to all customers with a special emphasis on the untapped labor pool.

a. One-stop delivery system/partnership issues

Objectives of the strategic plan that address one-stop delivery system and partnership issues include:

- Increase academic, workforce readiness, and occupational skills of low income youth
- Increase training and employment opportunities for transitional workers, especially the untapped labor pool in higher wage, high demand occupations and careers, especially within targeted industry clusters
- Upgrade the skills of the current workforce with an emphasis on higher wage, career growth opportunities in targeted industry clusters

b. Issues relating to gaps in services to employers and job seekers

Elements of the strategic plan that address issues relating to gaps in services to employers and job seekers include:

- Increased access to internships, work readiness activities and information about apprenticeships, and other earn and learn activities for youth
- Increased outreach to job seekers regarding higher wage, high demand occupations and careers, especially within targeted industry clusters

- Increased outreach to businesses regarding recruiting and retaining untapped labor pool populations and grow your own strategies
- Increased wage progression activities for low-wage workers
- Increased opportunities for businesses to participate and provide feedback to the workforce system

2. *What strategies will your area use to achieve your goals? Strategies may address system governance, partnerships, and service gaps as identified above.*

Lane Workforce Partnership will utilize the following strategies in achieving its goals: 1) a focus on higher wage, career growth opportunities in targeted clusters; 2) alignment of business, workforce development, education, human services and economic development policies and programs; 3) continual scanning of the workforce environment and reporting out results to stakeholders, and 4) increasing federal and non-federal resources for these initiatives.

3. *How will you further develop the region's education and training to help all workers, including:*

a. *Youth and emerging workers*

Specific strategies related to youth will include:

Internships - Support internships for youth as an introduction to career pathways and an opportunity for skill development, and create an RV Consortium Internship Program as a model for other target industries.

Workforce Readiness - Reward youth with positive gains in LRI or other work readiness assessment tool with preferred access to worksite placements, internships and/or additional training. Explore creation of board-recognized certificate for youth to be marketed to business.

Academic Skills Improvement - Continue supporting programs that promote instruction in Algebra 1, higher math and literacy, especially those with an integrated curriculum and academic bridge components such as Regional Technical Education Consortium.

Earn and Learn - Research and increase use of "earn and learn" strategies for youth, including paid internships and apprenticeship programs.

b. *Transitional workers:*

Many of the strategies related to transitional workers will focus on the untapped labor pool. As the available workforce pool shrinks, populations with traditionally

low labor participation rates, such as people with disabilities and older workers, will be increasingly sought by employers.

Provide outreach – *Businesses*: provide information to employers that will assist them in recruiting and retaining untapped labor pool populations. *Job seekers*: increase The Workforce Network outreach to untapped labor pool populations, e.g. 45+ workers, people with disabilities, etc. Maintain one-stop center accessibility for disabled job seekers.

Work-based Training - Explore use of work-based training opportunities such as on-the-job training and customized employer training.

Targeted Allocations - Allocate training dollars with an emphasis on higher wage, high demand occupations with career path opportunities, especially within targeted industry clusters.

c. *Current workers:*

Outreach – For businesses, provide information to employers about career mapping and other “grow your own” strategies; and for job seekers, increase access to career/wage progression services for current workers, especially low-wage workers, e.g. 16-29 year olds.

Wage Progression - Continue wage progression emphasis with low wage current workers, and implement wage progression pilot project with TANF/WIA population.

Targeted Allocations - Continue to invest Employer Workforce Training Fund and WIA wage progression funds toward targeted industry clusters.

4. *How will you integrate and support the development of following:*

a. *Career Pathways:*

Career Pathways are a critical workforce development strategy. For the emerging and transitional workforce, career pathways offer avenues for educational planning, goal setting, and work-based skill development. For current workers, career pathways offer a step-by-step route toward career advancement and wage progression. Lane Workforce Partnership will focus its resources on preparing the workforce for careers in targeted cluster industries that offer defined and progressive pathways.

Through its cluster strategy consortium work with the healthcare and RV industries, Lane Workforce Partnership has developed comprehensive career maps for each of these industries. These maps are used by career advisors at The

Workforce Network to assist individuals in career planning decision making. They are also used by current workers to plan for career advancement.

A webpage will be created that will spotlight Lane County targeted industries, including developed career maps and cluster snapshots. Outreach will be provided to businesses about career mapping and pathways as “grow your own” strategies.

b. *Workforce Consortia:*

Support and development of industry-driven workforce consortia related to Lane County’s target industries figures prominently in the Plan. As referenced in 4a, Lane Workforce Partnership coordinates two active consortia groups: The RV Consortium and the Community Healthcare Education Network (CHEN). Youth programs are asked to coordinate activities and curricula with these consortia. In the first year of the Plan, an RV Consortium internship program will be developed for Lane County high school and college students. This will create a model for other consortia to follow. In addition, a new High Performance Manufacturing Consortium will be formed. These consortia will ensure a regular flow of information from industry regarding workforce needs and issues. These groups will also serve in an advisory role when related curriculum at the community college is developed.

c. *Target populations that include TANF recipient delivery:*

Lane Workforce Partnership will target several specific populations in its service delivery plan including the working poor, TANF recipients, people with disabilities and older workers (45+). Specialized outreach efforts will target these populations both in the transitional and incumbent workforce. Outreach will be provided to businesses to assist them in recruiting and retaining these populations. Accessibility at The Workforce Network will be maintained for disabled job seekers and will continue to provide on-site services for current workers.

Additionally, the Lane Workforce Partnership is spearheading a pilot project that will train 40 TANF recipients in the healthcare industry as part of a National Governor’s Association (NGA) Policy Academy project. The NGA Center for Best Practices focuses on state innovations and best practices. This TANF project will build on the partnership and successes of the Community Healthcare Education Network, Lane County’s healthcare consortium.

d. *Economic development activities:*

Improving the alignment of workforce development and economic development activities in Lane County is a priority for the Lane Workforce Partnership. Currently, several staff from the Lane Workforce Partnership serve on various economic development boards in the county including the Lane Economic Committee, Lane County Economic Development Standing Committee, and the

Eugene Chamber of Commerce Economic Development Committee. Regional, state and local economic development representatives serve on the Lane Workforce Partnership Board of Directors and committees. The Lane Workforce Partnership Board President is now a voting member of the Lane Metro Partnership Board, the primary economic development agency in Lane County. The Lane Workforce Partnership Executive Director is an ex-officio member of that board as well, and serves as proxy for the Lane Workforce Partnership Board President.

These board memberships ensure that both workforce and economic development needs are represented at the table. An example of the impact of this type of representation is that as a result of representation on the Lane County Economic Standing Committee, half of the business development funds the committee oversees are now committed to workforce development projects.

Lane Workforce Partnership partners closely with Lane Metro Partnership, Lane County's local economic development organization. Events are regularly co-hosted with the Metro Partnership, including business awards luncheons and workforce summits. This has served to reinforce the relationship and the connection of workforce and economic development in the eyes of business and the community.

5. Describe how you will engage business and education in solving workforce issues.

A significant issue in Lane County is the disconnect between industry needs and educational offerings. Lane Workforce Partnership will use its role as convener to assist in brokering industry-driven curriculum and training preparation for key higher wage, high demand occupations and careers, especially within targeted industry clusters.

There will be many opportunities for these conversations to take place within the scope of the plan:

- Education will be represented in all organized business-led cluster groups, ensuring a regular communication flow regarding training needs.
- A K-12 taskforce of board members and superintendents, or their representatives, will be created to promote alignment between education and business needs.
- Demand occupations in target clusters in Lane County will be identified, as well as skill and training gaps. Employer-led partnerships will be created to address those gaps.
- A series of forums with educators will be conducted regarding skill gaps.

- A second State of the Workforce Report will be published in 2008. This report will contain detailed information on industry cluster needs and will be widely distributed to the education community.

6. *How will business and labor drive the policies and actions of the board and providers?*

The Lane Workforce Partnership Board of Directors has three members representing different labor organizations and twenty business members. These voting members represent the majority of the thirty-nine member board and are represented in similar proportions in board sub-committees.

7. *Describe your two year action plan to fill high-demand jobs with skilled workers.*

For the last three years, Lane Workforce Partnership has worked to identify regional industry clusters that are economically vibrant, promise growth, provide wage progression/career ladder opportunities for employees, and create a balanced competitive advantage for the Lane County's workforce and business community. This intensive effort has involved study and analysis of clusters using a number of criteria, including location quotient, employment concentration, average pay and total employment. Available data is compiled, and where necessary to fill in gaps, primary research is conducted through focus groups, roundtables and local business surveys. New data is sought annually and the targeted clusters for Lane County are updated as needed to reflect changes. A compilation of the latest finding can be found in the Lane Workforce Partnership's *State of the Workforce Report*. The report can be accessed on the Lane Workforce Partnership's website at www.laneworkforce.org.

Lane Workforce Partnership's cluster-specific strategic plan will foster the growth and development of a highly skilled workforce for each of the targeted clusters identified in the Plan. This demand-driven, targeted cluster strategy has been implemented throughout Lane Workforce Partnership's system impacting program design and resource allocation. The current Lane County targeted clusters include: Healthcare, Secondary Wood Products, High/Tech Software, and RV/Transportation Manufacturing.

Workforce investment planning will continue to address the full pipeline from emerging workers to job seekers to incumbent workers in each of these clusters. As such, resources are increasingly targeted to these identified clusters. This would include leveraging Title IB training funds, Employer Workforce Training Funds, grants and other resources.

In the Two Year Plan, Lane Workforce Partnership's first organizational goal is "To Build a Pipeline of Higher Skilled Workers to Meet Business Demand." Numerous activities are mapped out for the two year period in support of this goal including:

- Industry cluster internships/work experience opportunities
- Workforce Readiness skills building, including exploration of a board-recognized employability certificate
- “Earn and Learn” strategies for youth
- Outreach to the untapped labor pool
- Training dollar allocations targeted toward high-demand jobs
- Wage progression projects
- Skills gap analyses
- Outreach to the community regarding higher wage, career growth opportunities

8. *Describe how the local workforce system will serve as the link between education, business and economic development.*

In the Two Year Plan, Lane Workforce Partnership’s second organizational goal is “To Align Business, Workforce, Education, Human Services and Economic Development Policies and Programs to Grow a Healthy Economy.” Areas of focus will include: communicating a sense of urgency around the skills crisis, furthering the development of cluster strategies, aligning with community and economic development initiatives that foster the board’s mission, and promoting initiatives with education to align curricula with workforce needs.

Based on Lane Workforce Partnership’s environmental scan, it is apparent that our region is facing a skilled worker shortage that is expected to grow rapidly due to the high numbers of pre-retirement workers in target industry clusters. This constitutes a crisis for the community’s economic well-being. Lane Workforce Partnership’s goal is to communicate a sense of urgency around this crisis by:

- Convening an annual meeting of stakeholders to discuss priorities, challenges and opportunities
- Publishing a second State of the Workforce Report
- Writing series of workforce-related articles for the Register Guard newspaper
- Hosting periodic forums on workforce crisis topics

Lane Workforce Partnership has found that the industry-led consortium model is a great mechanism to promote alignment because it gives a unified voice to industry

that can be used to communicate workforce needs to education, workforce and economic development organizations. To that end, the Lane Workforce Partnership Board of Directors will continue to support consortia development in this Two Year Plan. While maintaining the RV and Healthcare consortia, the Lane Workforce Partnership will also convene the manufacturing sector. A manufacturing survey will be conducted, a manufacturing group will be organized that will meet quarterly, and a High Performance Manufacturing Consortium will be developed.

Additional alignment activities planned include:

- Partnering with United Way in Healthy Economy, Healthy Family Initiative forums
- Conducting a board relationship audit
- Continuing to serve on community and economic development boards
- Promoting initiatives with K-12 and Lane Community College to align curricula with workforce needs (see question 5 for more detail)

9. *What are the strategies for continuous improvement?*

Lane Workforce Partnership has many strategies for continuous improvement. In terms of the larger system, monthly organization team meetings are held where budget expenditures and contractor performance are discussed.

Regular feedback from business is obtained through the use of industry focus groups and one-on-one interviews. Board members regularly provide feedback at board meetings and in sub-committees.

Youth programs feedback is obtained through the Youth Council, a sub-committee of the Lane Workforce Partnership Board, through regular meetings with educators to better align services, and through youth panels where youth have an opportunity to report on their experiences with area youth programs. The youth programs coordinator also regularly holds performance meeting with youth program sub-contractors.

Quality assurance of the services provided through The Workforce Network is a priority for the Lane Workforce Partnership Board of Directors. Since May of 2003, the Lane Workforce Partnership has contracted for Mystery Shopping Services. The results of the mystery shops provide information that identifies areas of improvement in service delivery. Based on this information, management and supervisory staff are able to identify and provide training to staff. Results of these shops are provided to the Board of Directors bi-annually for quality assurance and continuous improvement monitoring.

In addition to the Mystery Shopper monitoring tool, regular meetings are held with Employment Department managers to enhance alignment and service delivery; the Workforce Network Consortium regularly discusses ways to improve the system; and the training system report card provides ongoing feedback about the quality of area training programs.

C. LOCAL MARKET ANALYSIS (20 CFR 661.350)

1. *Identify the high growth businesses and industries and their workforce needs—and the skills and competencies needed by the workforce to perform jobs in these key business areas.*

Based on data from primary and secondary sources, Lane Workforce Partnership has identified five industry clusters to target for program design and resource allocation. Workforce investment planning will address the full pipeline from emerging workers to job seekers to incumbent workers in each of these clusters. Current Lane County targeted clusters include: *Health Care, Wood Products, Software, RV/Transportation Equipment Manufacturing and High Tech Manufacturing.*

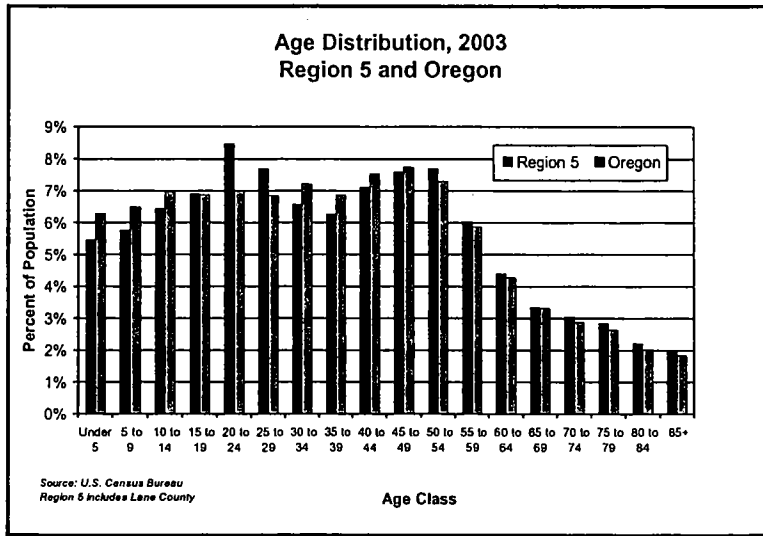
Lane Workforce Partnership has developed a cluster-specific workforce development strategy designed to grow and develop workforce for each of these targeted clusters. The hope is that this will ultimately influence the development of a more highly integrated workforce development system in Lane County that is responsive to the needs of high-wage, high-demand industries.

Demand occupations within our targeted clusters have been preliminarily identified using data from the *Oregon Employment Projections, 2004-2014* and the *Oregon Labor Market Information System (See Appendix IV).*

2. *Describe the general population characteristics of your area: age, race, ethnicity, per capita income, employment by industry/occupation, etc. Include specific population groups and targeted population groups.*

Age - The age distribution of Lane County's population has a higher proportion of its population in the young-adult (20-29) age group. The higher concentration in young adults can be explained easily by the fact that the University of Oregon and Lane Community College enroll thousands of out-of-county people – estimates run over 10,000 during a typical school year.

As the graph below shows, the statewide and county age distributions show two distinct high points, the age groups that include 40 to 54 year olds and the age groups that include 10 to 24 year olds. The former represents the baby-boom generation and the latter, the echo of the baby boom. While boomers are starting to reach early retirement age, the echo is just entering the workforce. The graph also illustrates the coming skill shortage as more people retire than there are skilled people to replace them.



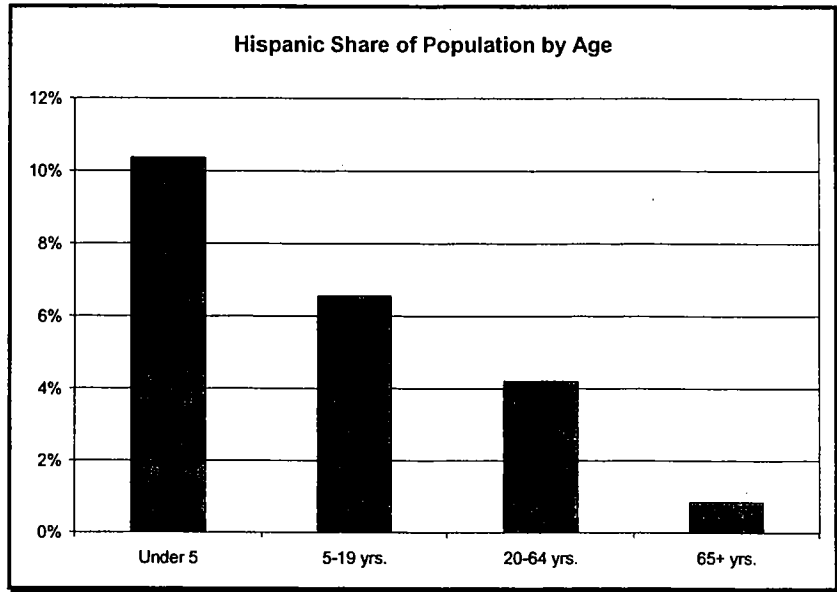
Although the echo-boomers and in-migration to the area will reduce skill or labor gaps that develop in the future, the overall aging of the population will have an impact on the economy. As the baby-boomers age, there is expected to be more demand for health care services and labor shortages in several industries.

Age by Industry - The aging of the baby-boomers will create challenges as a wave of experienced workers retires. The Employment Policy Foundation has projected that labor demand will outstrip supply in the U.S. by 2008. Industries that have high proportions of people in the pre-retirement years will experience labor or skill shortages in the coming years. Based on recent data, Lane County's overall percentage of workers in this pre-retirement age group (45 to 64 year olds) is 35%. When viewed by industry, the percentages vary significantly:

- RV/Transportation Manufacturing = 32%
- Computer/Electronics Manufacturing = 39%
- Professional, scientific and technical = 41%
- Education Services = 45%
- Health Services = 47%
- Wood products = 50%
- Transportation and warehousing = 68%

Race and Ethnicity - Although slightly smaller, minority racial and ethnic proportions in Lane County are similar to the statewide proportions. Lane County is 92.3 percent white, compared with 90.8 percent statewide. The reported Hispanic and Latino ethnicity is 5.6 percent in Lane County, compared with 9.9 percent statewide. Asians make up 2.6% while African-Americans make up .09 percent of the population.

Hispanic Population – Although the Hispanic population only makes up 5.1 percent of the total population in Lane County, it is the fastest growing segment, growing by 117 percent between 1990 and 2000 to reach 14,874. The latest estimate from the U.S. Bureau of Census puts the Lane County Hispanic population at 17,877, a 20 increase over the past four years. The Impact of this ethnic group will continue



into the future because of its age structure. While Hispanics in Lane County account for a little over four percent of the working age population, they account for over ten percent of the under 5 population and almost seven percent of the school age population. Therefore, the Hispanic population will continue to grow as a part of the school age and working age population into the future.

Foreign-Born Residents - In 1990, only 3.4 percent of Lane County residents were born outside the United States. Although growing less rapidly than the rest of Oregon or the national average, foreign born residents have increased as a proportion of the total population to 4.9 percent.

Census data indicates that among the foreign-born residents entering the U.S. between 1990 and 2000 the most common place of birth was Mexico. In Lane County, however, the most common region for foreign-born residents entering the country in the 1990s was Asia at 39 percent. About 33 percent of Lane County foreign-born residents who entered the country in the 1990s were from Mexico.

Growth in Foreign Born Residents			
	<u>Region 5</u>	<u>Rest of Oregon</u>	<u>U.S.</u>
1990			
Total Population	282,912	2,559,409	248,709,873
Foreign born	9,565	129,742	19,767,316
% foreign born	3.4%	5.1%	7.9%
2000			
Total Population	322,959	3,098,440	281,421,906
Foreign born	15,961	273,741	31,107,889
% foreign born	4.9%	8.8%	11.1%

Source: 1990 and 2000 Census