

LANE WORKFORCE PARTNERSHIP

Confronting The Crisis In The Workforce

ORGANIZATIONAL GOALS AND STRATEGIC OBJECTIVES (July 1, 2007 – June 30, 2009)

In partnership with business and as an investor in workforce development, the Lane Workforce Partnership is dedicated to growing a higher skilled workforce in order to increase the competitive advantage of businesses and to promote a healthy economy for everyone.

GOAL I: TO BUILD A PIPELINE OF HIGHER SKILLED WORKERS TO MEET EMPLOYERS' DEMAND

STRATEGIC OBJECTIVE: <i>Increase academic skills, workforce readiness, and occupational skills of the emerging workforce</i>		
Activity	Outcomes/Measures of Success Year 1 (July 1, 2007 - June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008 - June 30, 2009)
<i>Internships</i> <ul style="list-style-type: none"> Support internships for youth as an introduction to career pathways and an opportunity for skill development Create an Recreational Vehicle Consortium Internship Program as a model for other target industries 	<ul style="list-style-type: none"> # of internship sites Best practices made available to other cluster industries Skill gain 	<ul style="list-style-type: none"> # of interns served Best practices made available to other cluster industries Placement into internship-related, unsubsidized employment Skill gain
<i>Workforce Readiness</i> <ul style="list-style-type: none"> Reward youth with positive gains in Learning Resources, Inc. or other work readiness assessment tools with preferred access to worksite placements, internships and/or additional training Explore creation of board-recognized work readiness certificate for youth portfolios 	<ul style="list-style-type: none"> # placements of youth with work readiness gains # of youth with work readiness gains Job retention Research activities 	<ul style="list-style-type: none"> # placements of youth with work readiness gains # of youth with work readiness gains Job retention If certificate is developed, create certificate program and market to businesses
<i>Academic Skills Improvement</i> <p>Continue supporting programs that promote instruction in Algebra 1, and higher math and literacy, especially those with an integrated curriculum and academic bridge components such as Regional Technical Educational Consortium</p>	# of youth with academic skill gains	# of youth with academic skill gains

STRATEGIC OBJECTIVE: <i>Increase academic, workforce readiness, and occupational skills of the emerging workforce. (Cont'd)</i>		
Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
<i>Earn and Learn</i> Research and increase use of “earn and learn” strategies for youth including paid internships and apprenticeship programs	<ul style="list-style-type: none"> • # of youth with skill gains • job placement and retention • continuation into postsecondary education/training • Development and dissemination of pre-apprenticeship map 	<ul style="list-style-type: none"> • # of youth with skill gains • job placement and retention • continuation into postsecondary education/training • # of youth entering apprenticeships

STRATEGIC OBJECTIVE: <i>Increase training and employment opportunities for transitional workers, including the untapped labor pool in higher wage, high demand occupations and careers, within targeted industry clusters</i>		
Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
<i>Outreach</i> <ul style="list-style-type: none"> • <i>Businesses:</i> Provide information to employers that will assist them in recruiting and retaining untapped labor pool populations <hr/> <ul style="list-style-type: none"> • <i>Jobseekers:</i> Increase The Workforce Network outreach to untapped labor pool populations (e.g. 45+ workers, people with disabilities etc.) • Maintain accessibility at The Workforce Network for disabled jobseekers <hr/> <i>Training</i> <ul style="list-style-type: none"> • Explore use of work-based training opportunities such as on-the-job training and customized employer training 	<ul style="list-style-type: none"> • # of outreach activities • # of employers requesting assistance <hr/> <ul style="list-style-type: none"> • # of customers from untapped labor pool populations accessing TWN • # of tours and outreach events <hr/> <ul style="list-style-type: none"> • Research completed 	<ul style="list-style-type: none"> • # of outreach activities • # of employers requesting assistance <hr/> <ul style="list-style-type: none"> • # of customers from untapped labor pool populations accessing TWN • # of tours and outreach events <hr/> <ul style="list-style-type: none"> • Implement strategies if appropriate
<i>Targeted Allocations</i> Allocate training dollars with an emphasis on higher wage, high demand occupations with career path opportunities, especially within targeted industry clusters	# of Workforce Investment Act participants training in/entering higher wage, high demand occupations and careers	# of Workforce Investment Act participants training in/entering higher wage, high demand occupations and careers

STRATEGIC OBJECTIVE: *Upgrade the skills of the current workforce with an emphasis on higher wage, career growth opportunities in targeted industry clusters*

Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures (July 1, 2008-Ju APPENDIX III Page 3 of 8
<p>Outreach</p> <ul style="list-style-type: none"> <i>Businesses:</i> Provide information to employers about career mapping and other “grow your own” strategies <hr/> <ul style="list-style-type: none"> <i>Jobseekers:</i> Increase access to career/wage progression services for current workers, especially low-wage workers (e.g. 16-29 year olds) 	<ul style="list-style-type: none"> # of presentations, articles or # of businesses that see presentation # of businesses who adopt career ladder/ “grow your own” strategies <hr/> <ul style="list-style-type: none"> # of current workers accessing system # promoted Wage gain 	<ul style="list-style-type: none"> # of presentations, articles or # of businesses that see presentation # of businesses who adopt career ladder/“grow your own” strategies <hr/> <ul style="list-style-type: none"> # of current workers accessing system # promoted Wage gain
<p>Wage Progression</p> <ul style="list-style-type: none"> Continue wage progression emphasis with low wage current workers <hr/> <ul style="list-style-type: none"> Implement wage progression pilot project with Temporary Assistance for Needy Families/Workforce Investment Act population 	<ul style="list-style-type: none"> Promotion and/or increase in wages Retention rate <hr/> <ul style="list-style-type: none"> 40 Temporary Assistance For Needy Families/Workforce Investment Act customers served 80% placed in healthcare jobs at 20hrs/week and an average of \$10/hr. 	<ul style="list-style-type: none"> Promotion and/or increase in wages Retention rate <hr/> <ul style="list-style-type: none"> Continuation depends on first year results
<p>Targeted Allocations</p> <p>Continue to invest Employer Workforce Training Funds and Workforce Investment Act wage progression funds in targeted industry clusters</p>	<p># and % trained in target areas</p>	<p># and % trained in target areas</p>

STRATEGIC OBJECTIVE: *Conduct regular skill gap analyses and communicate results*

Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
<ul style="list-style-type: none"> • Hold regular manufacturing and healthcare task force meetings to insure regular information flow from industry • Use electronic surveys as needed 	<ul style="list-style-type: none"> • Current and validated information for state of the workforce report • # of meetings • # of attendees 	<ul style="list-style-type: none"> • Current and validated information for state of the workforce report • # of meetings • # of attendees
<ul style="list-style-type: none"> • Identify demand occupations in target clusters, and evaluate training and skill gaps, and produce a report based on the findings • Establish employer-led partnerships to address gaps 	<ul style="list-style-type: none"> • # of reports distributed, partnerships developed • # of WIA participants training in/entering higher wage, high demand occupations and careers 	<ul style="list-style-type: none"> • # of reports distributed, partnerships developed • # of WIA participants training in/entering higher wage, high demand occupations and careers
<p>Provide community with information about higher wage, career growth opportunities by:</p> <ul style="list-style-type: none"> • Creating a target cluster careers web page that includes career maps and cluster snapshots • Providing current career content to the Lane ESD careers website • Continuing sponsorship of career and job fairs 	<ul style="list-style-type: none"> • Creation of webpage • # of visitors • Content provided • # of events sponsored 	<ul style="list-style-type: none"> • # of visitors • Content provided • # of events sponsored

GOAL II: TO ALIGN EMPLOYERS, WORKFORCE, EDUCATION, HUMAN SERVICES AND ECONOMIC DEVELOPMENT POLICIES AND PROGRAMS TO GROW A HEALTHY LOCAL ECONOMY

STRATEGIC OBJECTIVE: <i>Continue to communicate a sense of urgency around the skills crisis and solutions</i>		
Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
<ul style="list-style-type: none"> • Convene an annual meeting of education, local government, economic development and workforce to inform each other of priorities, challenges and opportunities • Establish working groups as needed 	Meeting held resulting in common action items	Meeting held resulting in joint action items
Publish second State of the Workforce Report	<ul style="list-style-type: none"> • Publish in June 2008 • Launch event 	# of presentations, articles and media coverage resulting from report
Produce Register Guard workforce series	<ul style="list-style-type: none"> • # of articles • Results of publicity 	
Hold periodic forums on workforce challenges and solutions	Host 2 forums	Host 2 forums
Continue Business Workforce Awards Luncheon	<ul style="list-style-type: none"> • Hosted in August • Number of attendees 	<ul style="list-style-type: none"> • Hosted in August • Number of attendees

STRATEGIC OBJECTIVE: Further the development of sector/cluster driven workforce strategies		
Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
Share consortium best practices with other industries	Share best practices annually	Share best practices annually
Convene manufacturing sector: <ul style="list-style-type: none"> • Conduct manufacturing survey • Organize LWP-sponsored mfg group that meets quarterly • Assist in organizing high performance learning tours 	Implement: <ul style="list-style-type: none"> • Analysis of mfg workforce needs • Local strategy to address needs • Host 2-3 learning tours 	Implement: <ul style="list-style-type: none"> • Analysis of mfg workforce needs • Local strategy to address needs
Explore cross-regional opportunities	Meet with economic development, local board partners and others to assess opportunities	Implement strategies as appropriate

STRATEGIC OBJECTIVE: Identify/align with community and economic development initiatives that foster the board's mission		
Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
Partner with United Way in the Healthy Economy Healthy Family Initiative	# of community conversations attended	Policy alignment among workforce, economic development, business and education
Conduct a board relationship audit	Audit Completed	
Continue to serve on community and economic development boards	# of interagency projects/collaborations	# of interagency projects/collaborations

STRATEGIC OBJECTIVE: Promote initiatives with K-12 and Lane Community College to align curricula to workforce opportunities and needs

Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
Use consortia/industry committees (e.g. Community Healthcare Education Network and Recreational Vehicle Consortium) to ensure curricula is demand-driven	# of courses/curricula for which Lane Workforce Partnership groups serve in advisory capacity	# of courses/curricula for which Lane Workforce Partnership serves in advisory capacity APPENDIX III Page 7 of 7
Create a K-12 taskforce of board members and superintendents, or their designees, to promote alignment between education and business needs	<ul style="list-style-type: none"> • Create education-business partnerships • Communicate alignment issues 	<ul style="list-style-type: none"> • Create education-business partnerships • Communicate alignment issues
<ul style="list-style-type: none"> • Conduct series of forums with educators regarding skill gaps • Identify strategies and resources to assist educators 	# of educators who adjust classroom curricula to address gaps	# of educators who adjust classroom curricula to address gaps
Increase K-12 and Lane Community College participation with clusters (continue to use RFP process to drive this)	<ul style="list-style-type: none"> • # of WIA youth involved in cluster activities • Work experiences • Internships 	<ul style="list-style-type: none"> • # of Workforce Investment Act youth involved in cluster activities • Work experiences • Internships

GOAL III: TO INCREASE FEDERAL AND NON-FEDERAL RESOURCES FOR BOARD INITIATIVES

<i>STRATEGIC OBJECTIVE: Support state-wide and regional initiatives to increase funding for workforce development</i>		
Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
Support State legislative initiatives to increase training investments for current, transitional and emerging workforce	<ul style="list-style-type: none"> Letters of support Meetings with legislators 	<ul style="list-style-type: none"> Letters of support Meetings with legislators

<i>STRATEGIC OBJECTIVE: Develop and implement alternative funding strategies</i>		
Activity	Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)	Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)
Develop corporate sponsorship initiative in response to skills crisis and specific unmet needs	<ul style="list-style-type: none"> Corporate sponsorship plan Funds generated 	<ul style="list-style-type: none"> Corporate sponsorship plan Funds generated
Continue fee for service activities	<ul style="list-style-type: none"> Funds generated 	<ul style="list-style-type: none"> Funds generated

Approved by the Lane Workforce Partnership board on 2/22/07

Region 5 Demand Occupation List Based on Targeted Clusters

Demand occupations within our targeted sectors have been preliminarily identified using data from the *Oregon Employment Projections, 2004-2014* and the *Oregon Labor Market Information System*.

Transportation/RV Equipment Manufacturing				
Job Title	Skills/Training Required	Lane County Average Wage	Projected Growth % 2004-2014	Total Projected Openings 2004-2014
Sewing Machine Operator	Moderate OJT	\$22,707	8.1%	23
Assembler	Short OJT	\$25,163	15.9%	275
Cabinetmaker/Bench Carpenter	Long OJT	\$27,389	11.7	46
Inspector/QA	Moderate OJT	\$32,415	10%	63
Painters, Transportation Equipment	Moderate OJT	\$35,190	20.2%	21
Machinist	Long OJT	\$38,306	9.3%	23
Interior Design	Bachelor's Degree	\$41,264	22.9	8
Supervisor/Manager of Production Workers	Work Experience/Bachelor's	\$47,342	7.8%	69
Electrical/Electronic Engineering Technician	Associates Degree	\$49,507	19%	24
Electronic Engineer	Bachelor's/Master's	\$66,877	11.5%	10
Electrical Engineer	Bachelor's/Master's	\$76,415	15.4%	10
Wood Products Manufacturing				
Job Title	Skills/Training Required	Lane County Average Wage	Projected Growth % 2004-2014	Total Projected Openings 2004-2014
Laborer and Material Mover	Short OJT	\$24,248	14.1%	251
Carpenter Helper	Short OJT	\$26,854	15.6%	12
Production Worker	Short OJT	\$25,146	14.5%	104
Cabinetmaker/Bench Carpenter	Long OJT	\$27,389	11.7	46
Inspector/Tester	Moderate OJT	\$32,462	5.3%	191
Carpenter	Long OJT	\$38,804	20.3%	219
Industrial Machinery Mechanics	Long OJT	\$41,281	14.4%	61
Supervisor/Manager of Production Workers	Work Experience/Bachelor's	\$47,342	7.8%	69

Software				
Job Title	Skills/Training Required	Lane County Average Wage	Projected Growth % 2004-2014	Total Projected Openings 2004-2014
Customer Service Representative	Moderate OJT	\$28,407	47.3%	951
Computer Support Specialist	Associate's/Bachelor's	\$37,256	27.7%	220
Technical Writer	Bachelor's	\$41,203	20.3%	16
Network Administrator	Bachelor's	\$52,368	17.8%	47
Software Engineer	Bachelor's	\$55,367	21.9%	72
Computer Programmer	Bachelor's	\$58,554	7.8%	20
Computer Systems Analyst	Bachelor's	\$60,845	25.6%	57
Sales Reps, Technical	Bachelor's	\$64,965	17.5%	71
Computer and Information Systems Manager	Bachelor's	\$82,802	23.4%	40
Health Care				
Job Title	Skills/Training Required	Lane County Average Wage	Projected Growth % 2004-2014	Total Projected Openings 2004-2014
Home Health Aide	Short OJT	\$19,957	28.9%	301
Nurse Aide	Short term training	\$23,891	24.4%	320
Pharmacy Technician	Moderate OJT	\$27,414	18.9%	66
Health Information Technician	Associate's	\$28,567	29.7%	88
Medical/Clinical Lab Technician	Associate's	\$28,932	31.3%	51
Medical Assistant	1 year Post Secondary	\$29,561	46.6%	187
Dental Assistant	Moderate OJT/Associate's	\$34,381	27.7%	100
Licensed Professional Nurse	1 year Post Secondary	\$37,367	25.8%	90
Respiratory Therapist	Associate's	\$46,568	33.3%	37
Radiologic Technician/Technologist	Associate's	\$49,099	29.1	43
Medical/Clinical Lab Technologist	Bachelor's	\$52,742	32.4%	46
Registered Nurse	Associate's/Bachelor's	\$61,552	28.6%	717
Medical and Health Service Managers	Bachelor's/Master's	\$81,059	25.8%	57
Pharmacist	Master's/Doctorate	\$90,208	17%	55

Computer and Electronic Product Manufacturing				
Job Title	Skills/Training Required	Lane County Average Wage	Projected Growth % 2004-2014	Total Projected Openings 2004-2014
Laborer and Material Mover	Short OJT	\$24,248	14.1%	251
Semiconductor Processor	Associate's	\$32,056	11.9%	19
Inspector/QA	Moderate OJT	\$32,415	10%	63
Supervisor/Manager of Production Workers	Work Experience/Bachelor's	\$47,342	7.8%	69
Electrical/Electronic Engineering Technician	Associates Degree	\$49,507	19%	24
Electronic Engineer	Bachelor's/Master's	\$66,877	11.5%	10

Education/Training Levels Key:

Short-term OJT (on-the-job) training = 0-30 days

Moderate-term OJT training = 30 days to 1 year

Long-term OJT = 1 year or more, includes apprenticeships

Business members include:

Don Bourland Regional VP, Human Resources Peace Harbor Hospital	Chris Monnette Director Royal Caribbean International	Jerry Stiltner Business Manager Personnel Source, Inc.
Gloria Foust Director of Human Resources and Organizational Development	Deanna Ota Director Human Resources Monaco Coach Corp.	Michael W. Warner Director, Human Resources Marathon Coach, Inc.
Sandra Gerber Safety & Human Resources Manager Twin Rivers Plumbing, Inc.	Brian Patch Functional Excellence Lead Invitrogen	Gary Wildish Board of Directors Chambers Construction
David Hauser President Eugene Chamber of Commerce	Gary Pierpoint Owner Pierpoint & Associates	Diane Wiley Director Riverfront Research Park
Shondra Holliday Business Office Manager Oregon Spine & Physical Therapy	Rosemary Pryor Dir. of Marketing and Planning McKenzie -Willamette Medical Center	Cheryl Wooden Human Resoruce Manager Trus Joist, A Weyerhaeuser Business
Carl Hutchison Director of Operations Farwest Steel Corporation	Jeri Ray Insurance Administrator Timber Products Co.	
Bobby Lee Corporate Communications Officer Hynix Semiconductor	Annie Sakaguchi Owner McDonald's of Springfield	

Education representatives include:

Timothy J. Craig, Director Bus. Workforce Dev. & Extended Learning Lane Community College	Debbie Egan Superintendent Lane Education Service District	Krista Parent Superintendent South Lane School District
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Elected officials include:

Anne Ballew Councilor City of Springfield	Bill VanVactor County Administrator Representing Lane County Commissioners	Alan Zelenka Councilor City of Eugene
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Note: As well as voting members on the board, elected officials serve on the board's Executive Committee.

Labor representatives include:

Dan Campbell Training Director Central Electrical JATC	Lucy Lahr Family Services Coordinator Dept. of Human Services	Doug McClaughry Business Representative Sheet Metal Workers Local #16
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Economic development representatives include:

Glenda Poling Community Development Director Lane Metro Partnership	Bob Warren Business Development Officer Oregon Economic & Community Dev. Dept.
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Community-based organization representatives include:

Priscilla Gould Executive Director United Way	Susan Walsh Executive Director Committed Partners for Youth
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Other members include:

Mary Haidar Tribal Services Specialist Confederated Tribes of Siletz	John Radich Service Delivery Area Manager Dept. of Human Services	Ken Thorland Lane Branch Manager Office of Vocational Rehabilitation
James F. Pfarrer Manager Oregon Employment Dept.	Geni Sustello Director, Section 8 Program Housing Authority	Title V (federal Older Americans' Act)-Experience Works

MEMORANDUM OF UNDERSTANDING

PURSUANT TO THE

APPENDIX VI

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WORKFORCE INVESTMENT ACT OF 1998 (WIA)

This Memorandum of Understanding (MOU) between the parties listed below is hereby Amended effective July 1, 2002.

This Memorandum of Understanding (MOU) will serve as an agreement between the Lane Workforce Partnership Board of Directors serving as the local Workforce Investment Board and the consortium partners and affiliates listed below:

Partners

- ☐ Department of Human Services, Community Human Services, Service Delivery Area 5 (SDA 5), 2885 Chad Drive, Eugene, Oregon 97408
- ☐ Department of Human Services, Community Human Services, Office of Vocational Rehabilitation, Service Delivery Area 5 (OVR SDA 5), 1077 Gateway Loop, Springfield, Oregon 97477
- ☐ Employment Department, 2510 Oakmont Way, Eugene, Oregon 97401
- ☐ Lane Community College, 4000 East 30th Avenue, Eugene, Oregon 97405
- ☐ Lane Workforce Partnership, 300 Country Club Road, Suite 120, Eugene, Oregon 97401

Affiliates

- ☐ Confederated Tribes of Siletz, 1140 Willagillespie Road, Suite 18, Eugene, Oregon 97401
- ☐ Experience Works, 4900 SW Griffith Drive, Suite 120, Beaverton, Oregon 97005
- ☐ The National Council on the Aging, 3034 NE Martin Luther King Jr. Boulevard, Portland, Oregon 97212

The Local Unified Plan, which by this reference is hereby incorporated into and made a part of this MOU, states that the above named partners and affiliates are committing to develop and implement a comprehensive, cooperate workforce development system with services to be delivered via The Workforce Network. The above named partners working as a consortium will operate the regional system using a franchise approach.

The partners and affiliates agree to the following principles:

- This plan is a work in progress that will change over time to meet the needs of all its customers: employers, job seekers, customers and partners.
- It is recognized that each partner and affiliate to this plan has in place individual funding sources, missions, outcomes, priorities, planning processes and governance structures which must be honored.
- All partners and affiliates will work collaboratively in the design, development and operation of the workforce system. All partners and affiliates will share in the cost of the mutually supported activities that are of benefit to them and their agency.
- Each agency should receive a proportional benefit for all committed resources.

1. SERVICES AVAILABLE THROUGH THE WORKFORCE NETWORK

(Services will be provided by partner and affiliate staff working in The Workforce Network Center located at 2510 Oakmont.)

Youth Services

- Assessment
- Dropout prevention
- Support Services
- Preparation for employment or post-secondary training
- Training Plans
- Work experience & mentoring
- Follow-up
- Education completion activities
- Counseling
- Leadership development
- Summer employment
- Linkages between academics & occupational training

Adult & Dislocated Worker Services

- Eligibility determination
- Assessment
- Job search and placement assistance
- Follow-up services
- Outreach and intake
- Labor Market Information
- Unemployment Insurance information
- Information on support services
- Orientation
- Assistance with financial aid
- Information on local service providers
- Career counseling

Intensive & Training Services

- Skill and needs assessment
- Development of individual employment plans
- Diagnostic testing
- Case management
- Evaluation and identification of barriers
- Follow-up services
- Group counseling
- Short-term prevocational services
- Emphasis on services for public assistance and low income individuals

Employer Services

- Rapid Response services
- Job retention services
- Skill training and technical assistance
- Labor market information
- Job orders
- Testing & skill assessment
- Access to America's Job Bank (AJB)
- Recruitment of job seekers
- Reference checks
- Referrals and interviews
- Employer advisory committees
- Seminars and conferences

The local Unified Plan states that the local service delivery process will be built using the definition of value added referrals developed by the Oregon Career Network and approved by the Oregon Workforce Investment Board.

Co-location and eventual integration of partner staff in The Workforce Network Center and the purchase of a software system, which will enable the use of client tracking software, are integral to enhanced implementation of value added referrals. Co-location and the purchase of enhanced electronic technology is subject to the availability of funding and agreement of the partners.

3. OPERATION OF THE FRANCHISE SYSTEM

3.1 Governance

Lane Workforce Partnership staff, as part of their responsibility to the Workforce Partnership Board, will coordinate day-to-day management of the system and also coordinate activities of the consortium. The Workforce Partnership Board, in cooperation with the Chief Elected Officials of Lane County, City of Eugene and the City of Springfield will serve as policy body and final authority for the system.

3.2 Description of the Franchise

As stated in the local Unified Plan, the consortium will oversee the management of the system utilizing a franchise system approach. Developing and implementing services along the franchise concept means there are parameters within which consortium members agree to operate, regardless of location. Logo usage, signage, processes and procedures, data collection, services, forms, marketing materials, and performance outcomes would be some of the items that would be in common. What is agreed upon as necessary and relevant for the operation of The Workforce Network Center and satellite locations, would be necessary to be in place before any location would be official. When a customer comes in contact with the system (either in person, on the phone, on the Internet, or on paper) they will receive consistent information presented with a common look and feel.

3.3 Resource Contribution to the Franchise

All partners and affiliates are expected to and have agreed to commit the resources identified under Section 3.4 to the operation of hub and satellite locations. Partners and affiliates are expected to maintain and upgrade as needed their computers and software to meet franchise requirements.

3.4 Satellite Franchises

Minimum requirements which must be met for a location to be designated as a satellite:

- a. *Universal Access* - all satellite sites must be physically accessible to the general public. Customers entering a satellite site during scheduled Workforce Network hours would be connected with the designated services, staff and materials that are unique and specific to The Workforce Network system.
- b. *Scheduled Staff Assistance* - staff has been assigned, trained and available for the unique and specific tasks and responsibilities associated with Workforce Network service delivery.

- c. *Capacity to Provide Value Added Referral* - in keeping with the definition developed by the Oregon Career Network and incorporated in the local Unified Plan, each location must be prepared and able to provide a value added referral to customers of the system.

3.5 The Workforce Network / One Stop State Policy

All consortium members and Franchise System participants agree to abide by the One-Stop Policy adopted by the Oregon Workforce Investment Board on January 28, 2000, which is by this reference incorporated into and made a part of this agreement.

4. AFFILIATE SERVICE

4.1 Policies and Procedures

Affiliates may participate in an advisory capacity on the development of The Workforce Network operational policies and procedures.

4.2 Access Responsibilities

Affiliates will make available to customers open ended self-service or assisted service with access to the range of labor market, career development and job placement services.

4.3 Workforce Network / One Stop State Policy

Affiliates agree to abide by the "One-Stop Policy" adopted by the Oregon Workforce Investment Board on January 28, 2000.

4.4 Franchise System

Affiliates agree to the franchise system approach as stated in Lane County's local Unified Plan.

4.5 Shared Operating Costs

Affiliates will contribute resources as specified in the separate Resource Sharing Agreement which is attached as Exhibit A

4.6 Compliance

Affiliates will comply with all Federal and State laws, regulations and policies that apply to this agreement.

5. FUNDING

5.1 Partner Program Funds

Lane Workforce Partnership (One-Stop Operator): Workforce Investment Act Public Law 105-220; JOBS Prime Contractor (TANF); U.S. Department of Labor, National Reserve Account - Dislocated Worker/Timber Grant Funds.

Department of Human Services, Community Human Services, Service Delivery Area 5: Temporary Assistance to Needy Families (TANF); Food Stamp Employment & Training.

Employment Department: Eugene; Wagner-Peyser Act (29 U.S.C. 49); Unemployment Insurance; Trade Act (19 U.S.C.) and Veterans Services.

Lane Community College: Carl Perkins and Applied Technology Education Act (20 U.S.C. 2301); Title II Adult Education and Family Literacy.

Department of Human Services, Community Human Services, Office of Vocational Rehabilitation, Service Delivery Area 5: Programs under Title I of the Vocational Rehabilitation Act (29 U.S.C. 720); Vocational Rehabilitation and Client Assistance Program.

5.2 Shared Operating Costs

A Resource Sharing Agreement (RSA) and Cost Allocation Plan for the system overall has been developed in accordance with the Workforce Investment Act as well as with OMB Circulars A-21, A-87, A-110 and 29 CFR 95 & 97 and other federal and state guidelines as appropriate.

5.3 Cost Allocation

In the event that the partners and affiliates decide to pool funds for the combined operation of The Workforce Network Center, the following principle of cost allocation will apply.

The principles for Cost Allocation will be Allowability, Allocability and Reasonableness and Benefit Received (Equity). The Cost Allocation Plan and Resource Sharing Agreement will be reviewed quarterly between all partners.

Modifications will be made in writing before changes are implemented.

Methodology for cost allocation:

- Inclusion of a new or deleted partner in cost sharing.
- Inclusion or deletion of a cost for service or activity.
- Other elements mutually agreed upon which serve the best interests of the overall system.

Lane Workforce Partnership, acting as the fiscal agent for the Workforce Investment Board, will manage the cost allocation process and will maintain accounts for the day to day operation of the system.

5.4 Shared Resources

A separate Resource Sharing Agreement detailing how contributions will be delivered is attached as Exhibit A.

6. DURATION OF MEMORANDUM OF UNDERSTANDING

This MOU shall become effective on July 1, 2001 and remain in effect until June 30, 2005 unless otherwise modified.

7. ADDITION OR WITHDRAWAL OF PARTNERS

Any partner may terminate this Memorandum of Understanding by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. Notice of this withdrawal shall be given to all parties at the addresses shown on the first page of this MOU or to their current office. In the event of a withdrawal by a party, this Memorandum of Understanding shall be opened for Amendment of all the parties pursuant to Section 7.

A new partner may be added to this Memorandum of Understanding (MOU) by written application provided to all parties at the addresses shown on the first page of this MOU or to their current office. This written application shall be in a form prescribed and agreed to by the parties named herein. The addition of a new partner will be with the unanimous consent of all parties hereto and shall cause a revision or rewrite of this agreement.

8. AMENDMENT PROVISIONS

Periodically it may be necessary to make amendments to this MOU. Amendments to this MOU may only be made in writing subject to approval by all parties and will only become effective upon State approval.

9. DISPUTE RESOLUTION

The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes. Should informal resolution efforts fail, the dispute shall be referred to the President of the Lane Workforce Partnership who shall place the dispute upon the agenda of a regular or special meeting of the Partnership's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute. Finally, if the Executive Committee's resolution efforts fail, the matter will be presented to the full Lane Workforce Partnership Board of Directors for consideration and decision. Any party may appeal the final decision of the Lane Workforce Partnership Board of Directors to the Governor's Office of Education and Workforce Policy pursuant to the State's Policy for Dispute Resolution. In any event, all efforts at resolution shall be documented for record.

10. LIABILITY AND INDEMNIFICATION

The political jurisdiction(s) of the chief elected official(s) in a local workforce investment area is liable for any misuse of the Workforce Investment Act (Act) grant funds allocated to the local area under sections 128 and 133 of the Act. 20 CFR § 667.705.

10.1 Responsibility for Funds Provided Under Title IB of the Workforce Investment Act.

(A) In addition to any other remedies available for recovery of funds, if such jurisdiction is a county subject to Article XI, section 10 of the Oregon Constitution, provision for payment of such potential liability shall be made by:

(1) purchase of \$1,000,000 insurance, at the jurisdiction(s) own expense, which may not be cancelled, materially changed, reduced or not renewed without 30 days prior written notice from the political jurisdiction to the Governor's Office.

(B) If insurance is purchased, the political jurisdiction(s) shall furnish acceptable insurance certificates to the Governor's Office at the commencement of this Agreement. If requested, complete copies of insurance policies, trust agreements, etc. shall be provided to the Governor's Office. The local jurisdiction(s) shall be financially responsible for all pertinent deductibles.

10.2 Responsibility for Other Funds

Each party is liable for any misuse of funds caused by or resulting from its or its officers', employees' or agents' actions or omissions under or relating to this Agreement. Each party is liable for, and shall indemnify the other parties for, any misuse of funds caused by or resulting from its officers', employees' or agents' actions or omissions under or relating to this Agreement.

10.3 Responsibility for Torts

Each party shall be responsible only for the tortious acts, omissions or negligence of its own officers, employees or agents. Subject to Article XI, section 7 or 10 of the Oregon Constitution, if the party is the State or a country, it is responsible only to the extent required by the Oregon Tort Claims Act, ORS 30.260 to 30.300. If the party is any other "public body," as defined in ORS 30.260, it is responsible only to the extent required by the Oregon Tort Claims Act.

10.4 Responsibility for Comprehensive Liability Insurance and Property Damage Insurance

Each party to this Agreement shall obtain, and at all times keep in effect, comprehensive liability insurance and property damage insurance covering its and its officers', employees' or agents' tortious acts, omissions or negligence under this Agreement. Any "public body," as defined in ORS 30.260, may satisfy these requirements in any manner allowed by ORS 30.282. Such public body liability and property damage insurance, whatever the form, shall be in an amount not less than the limits of public body tort liability specified in ORS 30.270. For all other parties, the insurance shall have a combined single limit per occurrence of not less than an amount set by the Workforce Partnership Board. Insurance coverage may not be cancelled, materially changed, reduced or not renewed without 30 days prior written notice from the party to the local board. In the event of unilateral cancellation or restriction by the insurance company of the insurance policy, the public body or other party shall immediately notify the local board verbally and in writing.

10.5 Responsibility for Employment and Other Related Benefits and Deductions

Each party shall perform under this Agreement as an independent contractor. Each party, with respect to its officers and employees, shall be exclusively responsible for providing for employment-related benefits and deductions that are required by law, including but not limited to federal and state income tax deductions, workers' compensation coverage, unemployment insurance coverage and contributions to the Public Employees Retirement System, if contributions are required.

10.6 No Third Party Beneficiaries

The parties signing this Agreement are the only parties to the Agreement and are the only parties entitled to enforce its terms. Nothing in this Agreement gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Agreement.

11. ASSURANCES

This agreement will be interpreted under Oregon and Federal Law.

Each partner and affiliate warrants that it will comply with all Federal and State laws, regulations and policy that apply to this Agreement.

AUTHORITY AND SIGNATURES: We the undersigned hereby approve and submit the Memorandum of Understanding for The Workforce Network, Lane County's One Stop Career Center System to develop and implement a comprehensive, cooperative workforce development system with services to be delivered via The Workforce Network.

For the Lane Workforce Partnership Board of Directors

Annie Sakaguchi
Annie Sakaguchi, President

10/24/02
Date

Lane Workforce Partnership

Chuck Forster
Chuck Forster, Executive Director

10-15-02
Date

State of Oregon Employment Department

Howard Yamamoto
Howard Yamamoto, Local Office Manager

9-11-02
Date

Lane Community College

Cheryl Roberts
Cheryl Roberts, Vice President of Instruction and Student Services

10.21.02
Date

Department of Human Services, Community Human Service, Office of Vocational Rehabilitation, Service Delivery Area 5

Ken Thorland
Sam Osborn, Lane Branch Manager
Ken Thorland

10-02-02
Date

Department of Human Services, Community Human Services, Service Delivery Area 5

John Radon
John Radon, Service Delivery Area Region 5 Manager

10-2-02
Date

Confederated Tribes of Siletz

Delores Pigsley
Delores Pigsley, Chairman

8/23/02
Date

Experience Works

Mary Miller
Mary Miller, State Director of Experience Works for Oregon/Washington

9/9/02
Date

The National Council on the Aging

Robert A. Edwards
Robert A. Edwards, Program Manager

10-8-02
Date

Alignment of Board Results Policy and Organizational Goals with State of the Workforce Report Challenges

LWP Organizational Goals

TO BUILD A PIPELINE OF HIGHER SKILLED WORKERS TO MEET BUSINESS DEMAND

Increase academic, workforce readiness, and occupational skills of low income youth

Internships:

- Support internships for youth as an introduction to career pathways and an opportunity for skill development. 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 RTEC

Earn and Learn

- Research and increase use of “earn and learn” strategies for youth including paid internships and apprenticeship programs.

TO INCREASE FEDERAL AND NON-FEDERAL RESOURCES FOR BOARD INITIATIVES

Support state-wide and regional initiatives to increase funding for workforce development

- Support State legislative initiatives to increase training investments for current and transitional workers, and youth

LWP Results Policy

- **Results Policy:** *The workforce has occupational skills and knowledge to obtain and maintain meaningful employment*

1. Current workers have the skills and knowledge to maintain and/or improve their employment opportunities.
2. The emerging workforce has skills to enter the workforce.
 - a. At- risk youth will complete their education and enter the workforce.
3. Transitional workers (low income, dislocated, unemployed) will have the knowledge and skills to find and maintain new and better job opportunities.
4. Educational institutions are influenced to meet current and future workforce training needs.

- **Results Policy:** *The Lane County workforce (current, transitional and emerging) will have knowledge of and demonstrate basic job readiness skills. Specifically, the workforce will demonstrate: team work skills; good work behavior (attendance, timeliness, reliability); good communications skills (writing, verbal, listening); personal and work place problem solving skills; technologies skills; customer service skills.*

- **Results Policy:** *The Lane County workforce (current, transitional and emerging) will have access to employment opportunities*

1. The workforce knows about employment opportunities and skills needed to qualify for current and future job opportunities.
 2. The workforce knows steps/process to apply for jobs.
 - a. The workforce knows where to go to get job information
 - b. The workforce knows and demonstrates job search skills (how to fill out an application, write resume, write cover letter, etc.).
 3. Information and services is customer friendly.
- 4. Rural workforce has access to similar information as the urban workforce.

Alignment of Board Results Policy and Organizational Goals with State of the Workforce Report Challenge

Lane County State of the Workforce Challenges	LWP Organizational Goals	LWP Results Policy
<p>2. Employers in growing and emerging industries report serious skill shortages in their applicant pools and concerns about a lack of capacity of the current education and training system to meet business training needs.</p>	<p>TO BUILD A PIPELINE OF HIGHER SKILLED WORKERS TO MEET BUSINESS DEMAND</p> <p><i>Increase training and employment opportunities for transitional workers and the untapped labor pool in higher wage, high demand occupations and careers, especially within targeted industry clusters</i></p> <p><u>Outreach:</u></p> <ul style="list-style-type: none"> <i>Businesses:</i> Provide information to employers that will assist them in recruiting and retaining untapped labor pool populations. <i>Jobseekers:</i> Increase TWN outreach to untapped labor pool populations, e.g. 45+ workers, people with disabilities etc. Maintain TWN accessibility for disabled jobseekers. <p><u>Work-based Training:</u></p> <ul style="list-style-type: none"> Explore use of work-based training opportunities such as on-the-job training and customized employer training <p><u>Targeted Allocations:</u></p> <ul style="list-style-type: none"> Allocate training dollars with an emphasis on higher wage, high demand occupations with career path opportunities, especially within targeted industry clusters. <p>TO ALIGN BUSINESS, WORKFORCE, EDUCATION, HUMAN SERVICES AND ECONOMIC DEVELOPMENT POLICIES AND PROGRAMS TO GROW A HEALTHY LOCAL ECONOMY</p> <p><i>Promote initiatives with K-12 and Lane Community College to align curricula to workforce opportunities and needs</i></p> <ul style="list-style-type: none"> Use consortia/industry committees (e.g. CHEN and RV Consortium) to ensure curriculum is demand-driven Create a K-12 taskforce of board members and superintendents or their designees to promote alignment between education and business needs Conduct series of forums with educators regarding skill gaps; identify strategies and resources to assist educators Increase K-12 and L.C.C. participation with clusters—continue to use 	<ul style="list-style-type: none"> Results Policy: <i>The workforce has occurred and maintain meaningful employment</i> <ol style="list-style-type: none"> Current workers have the skills and employment opportunities. The emerging workforce has skills to <ol style="list-style-type: none"> At-risk youth will complete their Transitional workers (low income, d knowledge and skills to find and mai Educational institutions are influence training needs. Results Policy: <i>Employers have access to</i> <ol style="list-style-type: none"> Employers know how to access th Employers know where they can Employers know how to retain gc Rural employers have access to si Results Policy: <i>The Lane County workf have knowledge of and demonstrate basi workforce will demonstrate: team work timeliness, reliability); good communica personal and work place problem solving skills.</i>

Alignment of Board Results Policy and Organizational Goals with State of the Workforce Report Challenges

LWP Organizational Goals	LWP Results Policy
<p>RFP process to drive this</p> <p>TO INCREASE FEDERAL AND NON-FEDERAL RESOURCES FOR BOARD INITIATIVES</p> <p><i>Support state-wide and regional initiatives to increase funding for workforce development</i></p> <ul style="list-style-type: none"> Support State legislative initiatives to increase training investments for current and transitional workers, and youth <p><i>Develop and implement alternative funding strategies.</i></p> <ul style="list-style-type: none"> Develop corporate sponsorship initiative in response to skills crisis and specific unmet needs. Continue fee for service activities 	
<p>TO BUILD A PIPELINE OF HIGHER SKILLED WORKERS TO MEET BUSINESS DEMAND</p> <p><i>Upgrade the skills of the current workforce with an emphasis on higher wage, career growth opportunities in targeted industry clusters</i></p> <p><u>Outreach:</u></p> <ul style="list-style-type: none"> <i>Businesses:</i> Provide information to employers about career mapping and other “grow your own” strategies. <i>Jobseekers:</i> Increase access to career/wage progression services for current workers, especially low-wage workers, e.g. 16-29 year olds <p><u>Targeted Allocations:</u></p> <ul style="list-style-type: none"> Continue to invest EWTF and WIA wage progression funds toward targeted industry clusters. <p>TO INCREASE FEDERAL AND NON-FEDERAL RESOURCES FOR BOARD INITIATIVES</p> <p><i>Support state-wide and regional initiatives to increase funding for workforce development</i></p>	<ul style="list-style-type: none"> Results Policy: <i>The workforce has occupational skills and knowledge to obtain and maintain meaningful employment</i> <ol style="list-style-type: none"> Current workers have the skills and knowledge to maintain and/or improve their employment opportunities. The emerging workforce has skills to enter the workforce. <ol style="list-style-type: none"> At- risk youth will complete their education and enter the workforce. Transitional workers (low income, dislocated, unemployed) will have the knowledge and skills to find and maintain new and better job opportunities. Educational institutions are influenced to meet current and future workforce training needs. <ul style="list-style-type: none"> Results Policy: <i>The Lane County workforce (current, transitional and emerging) will have knowledge of and demonstrate basic job readiness skill. Specifically, the workforce will demonstrate: team work skills; good work behavior (attendance, timeliness, reliability); good communications skills (writing, verbal, listening); personal and work place problem solving skills; technologies skills; customer service</i>

Alignment of Board Results Policy and Organizational Goals with State of the Workforce Report Challenges

Lane County State of the Workforce Challenges	LWP Organizational Goals	LWP Res
	<ul style="list-style-type: none"> Support State legislative initiatives to increase training investments for current and transitional workers, and youth <p><i>Develop and implement alternative funding strategies.</i></p> <ul style="list-style-type: none"> Develop corporate sponsorship initiative in response to skills crisis and specific unmet needs. Continue fee for service activities 	<p>skills.</p> <ul style="list-style-type: none"> Results Policy: <i>Employers have acces.</i> <ol style="list-style-type: none"> Employers know how to access th Employers know where they can : Employers know how to retain go Rural employers have access to si
<p>4. Changes in the global environment have put new pressures on businesses in Lane County, particularly in manufacturing, resulting in increased automation and use of high performance manufacturing techniques. Many cannot afford to retool and retrain workers in these new manufacturing techniques.</p>	<p>TO ALIGN BUSINESS, WORKFORCE, EDUCATION, HUMAN SERVICES AND ECONOMIC DEVELOPMENT POLICIES AND PROGRAMS TO GROW A HEALTHY LOCAL ECONOMY</p> <p><i>Further the development of sector/cluster driven workforce strategies</i></p> <ul style="list-style-type: none"> Share consortium best practices with other industries Convene manufacturing sector: <ul style="list-style-type: none"> Conduct manufacturing survey Organize LWP-sponsored mfg group that meets quarterly Assist in organizing high performance learning tours 	<ul style="list-style-type: none"> Results Policy: <i>Employers have access t</i> <ol style="list-style-type: none"> Employers know how to access th Employers know where they can : Employers know how to retain go Rural employers have access to si
<p>5. As baby boomers retire, Lane County will face a growing shortage of skilled workers particularly in the trades, transportation, health care and education.</p>	<p>TO BUILD A PIPELINE OF HIGHER SKILLED WORKERS TO MEET BUSINESS DEMAND</p> <p><i>Conduct regular skill gap analyses and communicate results</i></p> <ul style="list-style-type: none"> Hold quarterly Manufacturing and Healthcare task force meetings to insure regular information flow from industry. Use electronic surveys as needed. 	<ul style="list-style-type: none"> Results Policy: <i>Employers have access i</i> <ol style="list-style-type: none"> Employers know how to access th Employers know where they can Employers know how to retain gc Rural employers have access to si

Alignment of Board Results Policy and Organizational Goals with State of the Workforce Report Challenges

LWP Organizational Goals

LWP Results Policy

- Identify demand occupations in target clusters and evaluate training and skill gaps. Create a report based on the findings. Establish employer-led partnerships to address gaps.
- Provide community with information about higher wage, career growth opportunities by:
 - Creating a target cluster careers web page that includes career maps and cluster snapshots
 - Providing current career content to the Lane ESD careers website
 - Continuing sponsorship of youth career fairs
 -

TO ALIGN BUSINESS, WORKFORCE, EDUCATION, HUMAN SERVICES AND ECONOMIC DEVELOPMENT POLICIES AND PROGRAMS TO GROW A HEALTHY LOCAL ECONOMY

Continue to communicate a sense of urgency around the skills crisis

- Convene an annual meeting of education, local government, eco development and workforce to inform each other of priorities, challenges and opportunities; Establish working groups as needed
- Publish second State of the Workforce Report
- Write a series of workforce articles for the Register Guard
- Hold periodic forums on workforce crisis topics, e.g. baby boomers in transition, multiple generations in the workplace

TO INCREASE FEDERAL AND NON-FEDERAL RESOURCES FOR BOARD INITIATIVES

Support state-wide and regional initiatives to increase funding for workforce development

- Support State legislative initiatives to increase training investments for current and transitional workers, and youth

Develop and implement alternative funding strategies.

- Develop corporate sponsorship initiative in response to skills crisis and specific unmet needs.
- Continue fee for service activities

Alignment of Board Results Policy and Organizational Goals with State of the Workforce Report Challenges

Lane County State of the Workforce Challenges	LWP Organizational Goals	LWP Results Policy
<p>6. As the labor pool shrinks, many employers will turn to the “untapped labor pool” to fill open positions. This pool includes older workers, people with disabilities, minority populations and people re-entering the workforce or changing careers.</p>	<p>TO BUILD A PIPELINE OF HIGHER SKILLED WORKERS TO MEET BUSINESS DEMAND</p> <p><i>Increase training and employment opportunities for transitional workers and the untapped labor pool in higher wage, high demand occupations and careers, especially within targeted industry clusters</i></p> <p><u>Outreach:</u></p> <ul style="list-style-type: none"> <i>Businesses:</i> Provide information to employers that will assist them in recruiting and retaining untapped labor pool populations. <i>Jobseekers:</i> Increase TWN outreach to untapped labor pool populations, e.g. 45+ workers, people with disabilities etc. Maintain TWN accessibility for disabled jobseekers. <p><u>Work-based Training:</u></p> <ul style="list-style-type: none"> Explore use of work-based training opportunities such as on-the-job training and customized employer training <p><u>Targeted Allocations:</u></p> <ul style="list-style-type: none"> Allocate training dollars with an emphasis on higher wage, high demand occupations with career path opportunities, especially within targeted industry clusters. 	<ul style="list-style-type: none"> Results Policy: <i>Employers have access to</i> <ol style="list-style-type: none"> Employers know how to access the Employers know where they can Employers know how to retain good Rural employers have access to skilled Results Policy: <i>The Lane County workforce will have knowledge of and demonstrate the workforce will demonstrate: teaching (attendance, timeliness, reliability); listening); personal and work place customer service skills.</i>
<p>7. The “working poor,” those working full time and still not able to maintain a decent standard of living, continue to struggle in Lane County. This issue in combination with the lack of affordable housing impacts the livability and vitality of the area.</p>	<p>TO BUILD A PIPELINE OF HIGHER SKILLED WORKERS TO MEET BUSINESS DEMAND</p> <p><i>Upgrade the skills of the current workforce with an emphasis on higher wage, career growth opportunities in targeted industry clusters</i></p> <p><u>Wage Progression:</u></p> <ul style="list-style-type: none"> Continue wage progression emphasis with low wage current workers Implement wage progression pilot project with TANF/WIA population. <p>TO ALIGN BUSINESS, WORKFORCE, EDUCATION, HUMAN</p>	<ul style="list-style-type: none"> Results Policy: <i>The workforce has occurred, maintain meaningful employment</i> <ol style="list-style-type: none"> Current workers have the skills and employment opportunities. The emerging workforce has skills to <ol style="list-style-type: none"> At- risk youth will complete their Transitional workers (low income, low knowledge and skills to find and maintain

Alignment of Board Results Policy and Organizational Goals with State of the Workforce Report Challenges

LWP Organizational Goals	LWP Results Policy
<p>SERVICES AND ECONOMIC DEVELOPMENT POLICIES AND PROGRAMS TO GROW A HEALTHY LOCAL ECONOMY</p> <p><i>Identify/align with community and economic development initiatives that foster the board's mission</i></p> <ul style="list-style-type: none"> Partner with United Way in the Healthy Economy Healthy Family Initiative Forums Conduct a board relationship audit Continue to serve on community and economic development boards <p>TO INCREASE FEDERAL AND NON-FEDERAL RESOURCES FOR BOARD INITIATIVES</p> <p><i>Support state-wide and regional initiatives to increase funding for workforce development</i></p> <ul style="list-style-type: none"> Support State legislative initiatives to increase training investments for current and transitional workers, and youth <p><i>Develop and implement alternative funding strategies.</i></p> <ul style="list-style-type: none"> Develop corporate sponsorship initiative in response to skills crisis and specific unmet needs. Continue fee for service activities 	<p>4. Educational institutions are influenced to meet current and future workforce training needs.</p> <ul style="list-style-type: none"> Results Policy: <i>The Lane County workforce (current, transitional and emerging) will have knowledge of and demonstrate basic job readiness skill. Specifically, the workforce will demonstrate: team work skills; good work behavior (attendance, timeliness, reliability); good communications skills (writing, verbal, listening); personal and work place problem solving skills; technologies skills; customer service skills.</i> <p>Results Policy: <i>The Lane County workforce (current, transitional and emerging) will have access to employ</i></p> <ul style="list-style-type: none"> 1. The workforce knows about employment opportunities and skills needed to qualify <i>ment opportunities</i> for current and future job opportunities. 2. The workforce knows steps/process to apply for jobs. <ul style="list-style-type: none"> a. The workforce knows where to go to get job information b. The workforce knows and demonstrates job search skills (how to fill out an application, write resume, write cover letter, etc.). 3. Information and services is customer friendly. 4. Rural workforce has access to similar information as the urban workforce.