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**LANE WORKFORCE PARTNERSHIP  
BOARD OF DIRECTORS**

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\*\*\*\*President Elect  
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# LANE WORKFORCE PARTNERSHIP

ATTACHMENT 3

## 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)
<b><i>Internships</i></b> <ul style="list-style-type: none"> <li>Support internships for youth as an introduction to career pathways and an opportunity for skill development</li> <li>Create an Recreational Vehicle Consortium Internship Program as a model for other target industries</li> </ul>	<ul style="list-style-type: none"> <li># of internship sites</li> <li>Best practices made available to other cluster industries</li> <li>Skill gain</li> </ul>	<ul style="list-style-type: none"> <li># of interns served</li> <li>Best practices made available to other cluster industries</li> <li>Placement into internship-related, unsubsidized employment</li> <li>Skill gain</li> </ul>
<b><i>Workforce Readiness</i></b> <ul style="list-style-type: none"> <li>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</li> <li>Explore creation of board-recognized work readiness certificate for youth portfolios</li> </ul>	<ul style="list-style-type: none"> <li># placements of youth with work readiness gains</li> <li># of youth with work readiness gains</li> <li>Job retention</li> <li>Research activities</li> </ul>	<ul style="list-style-type: none"> <li># placements of youth with work readiness gains</li> <li># of youth with work readiness gains</li> <li>Job retention</li> <li>If certificate is developed, create certificate program and market to businesses</li> </ul>
<b><i>Academic Skills Improvement</i></b> <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: Increase academic, workforce readiness, and occupational skills of the emerging workforce (Cont'd)**

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)
<b>Earn and Learn</b> Research and increase use of "earn and learn" strategies for youth including paid internships and apprenticeship programs	<ul style="list-style-type: none"> <li># of youth with skill gains</li> <li>job placement and retention</li> <li>continuation into postsecondary education/training</li> <li>Development and dissemination of pre-apprenticeship map</li> </ul>	<ul style="list-style-type: none"> <li># of youth with skill gains</li> <li>job placement and retention</li> <li>continuation into postsecondary education/training</li> <li># of youth entering apprenticeships</li> </ul>

**STRATEGIC OBJECTIVE: 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**

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)
<b>Outreach</b> <ul style="list-style-type: none"> <li><i>Businesses:</i> Provide information to employers that will assist them in recruiting and retaining untapped labor pool populations</li> </ul> <hr/> <ul style="list-style-type: none"> <li><i>Jobseekers:</i> Increase The Workforce Network outreach to untapped labor pool populations (e.g. 45+ workers, people with disabilities etc.)</li> <li>Maintain accessibility at The Workforce Network for disabled jobseekers</li> </ul> <hr/>	<ul style="list-style-type: none"> <li># of outreach activities</li> <li># of employers requesting assistance</li> </ul> <hr/> <ul style="list-style-type: none"> <li># of customers from untapped labor pool populations accessing TWN</li> <li># of tours and outreach events</li> </ul> <hr/>	<ul style="list-style-type: none"> <li># of outreach activities</li> <li># of employers requesting assistance</li> </ul> <hr/> <ul style="list-style-type: none"> <li># of customers from untapped labor pool populations accessing TWN</li> <li># of tours and outreach events</li> </ul> <hr/>
<b>Training</b> <ul style="list-style-type: none"> <li>Explore use of work-based training opportunities such as on-the-job training and customized employer training</li> </ul>	<ul style="list-style-type: none"> <li>Research completed</li> </ul>	<ul style="list-style-type: none"> <li>Implement strategies if appropriate</li> </ul>
<b>Targeted Allocations</b> 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 of Success Year 2 (July 1, 2008-June 30, 2009)
<p><b>Outreach</b></p> <ul style="list-style-type: none"> <li><i>Businesses:</i> Provide information to employers about career mapping and other “grow your own” strategies</li> </ul> <hr/> <ul style="list-style-type: none"> <li><i>Jobseekers:</i> Increase access to career/wage progression services for current workers, especially low-wage workers (e.g. 16-29 year olds)</li> </ul>	<ul style="list-style-type: none"> <li># of presentations, articles or # of businesses that see presentation</li> <li># of businesses who adopt career ladder/ “grow your own” strategies</li> </ul> <hr/> <ul style="list-style-type: none"> <li># of current workers accessing system</li> <li># promoted</li> <li>Wage gain</li> </ul>	<ul style="list-style-type: none"> <li># of presentations, articles or # of businesses that see presentation</li> <li># of businesses who adopt career ladder/“grow your own” strategies</li> </ul> <hr/> <ul style="list-style-type: none"> <li># of current workers accessing system</li> <li># promoted</li> <li>Wage gain</li> </ul>
<p><b>Wage Progression</b></p> <ul style="list-style-type: none"> <li>Continue wage progression emphasis with low wage current workers</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Implement wage progression pilot project with Temporary Assistance for Needy Families/Workforce Investment Act population</li> </ul>	<ul style="list-style-type: none"> <li>Promotion and/or increase in wages</li> <li>Retention rate</li> </ul> <hr/> <ul style="list-style-type: none"> <li>40 Temporary Assistance For Needy Families/Workforce Investment Act customers served</li> <li>80% placed in healthcare jobs at 20hrs/week and an average of \$10/hr.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion and/or increase in wages</li> <li>Retention rate</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Continuation depends on first year results</li> </ul>
<p><b>Targeted Allocations</b></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>

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

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

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

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

<b>STRATEGIC OBJECTIVE: <i>Identify/align with community and economic development initiatives that foster the board's mission</i></b>		
<b>Activity</b>	<b>Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)</b>	<b>Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)</b>
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

<b>STRATEGIC OBJECTIVE: <i>Promote initiatives with K-12 and Lane Community College to align curricula to workforce opportunities and needs</i></b>		
<b>Activity</b>	<b>Outcomes/Measures of Success Year 1 (July 1, 2007-June 30, 2008)</b>	<b>Outcomes/Measures of Success Year 2 (July 1, 2008-June 30, 2009)</b>
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 groups serve in advisory capacity
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"> <li>• Create education-business partnerships</li> <li>• Communicate alignment issues</li> </ul>	<ul style="list-style-type: none"> <li>• Create education-business partnerships</li> <li>• Communicate alignment issues</li> </ul>
<ul style="list-style-type: none"> <li>• Conduct series of forums with educators regarding skill gaps</li> <li>• Identify strategies and resources to assist educators</li> </ul>	# 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"> <li>• # of WIA youth involved in cluster activities</li> <li>• Work experiences</li> <li>• Internships</li> </ul>	<ul style="list-style-type: none"> <li>• # of Workforce Investment Act youth involved in cluster activities</li> <li>• Work experiences</li> <li>• Internships</li> </ul>



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

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

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

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