

Workforce Innovation and Opportunity Act
Local Plan
Lane Workforce Partnership

Submitted by
Lane Workforce Partnership

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Section 1: Workforce and Economic Analysis

Please answer the following questions in 10 pages or less. The Oregon Employment Department's Workforce and Economic Research Division has a regional economist and workforce analyst stationed in each of the nine local areas. These experts can assist in developing responses to the questions 1.1 through 1.3 below.

1.1 An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

As the Local Workforce Board for Lane County, the Lane Workforce Partnership (LWP) is constantly gathering, reviewing, and analyzing local industry data to inform the Board, and our local community on industry trends. On October 15, 2015, Lane Workforce Partnership hosted a county-wide strategic planning session utilizing industry data provided by the Oregon Employment Department. The goals and strategies developed at the strategic planning session are based on current economic conditions and data reports which indicate emerging and in-demand industry sectors and occupations. At the planning session, industry leaders reflected on the data provided and shared additional supportive data and information on the employment needs of local area businesses. The Lane Workforce Partnership Board members and local community leaders recognize that many occupations will be changing over the coming years due to technology; and as a result, the Board will review the goals and strategies on a regular basis and modify efforts based on current economic conditions. In addition, LWP published a State-of-the-Workforce Report in October 2014 (See 1.1 Attachment A: State of the Workforce Report). A new report will be published in October 2016. Also see 1.1 Attachment B: Local Strategic Planning Data.

1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

The Lane Workforce Partnership staff and Board members regularly convene industry groups and local area business leaders in an effort to better understand specific workforce issues and industry needs. In November 2014, LWP formed the Lane County Sector Strategy Team, which is comprised of local community and business leaders. The technology sector was the first industry chosen by the Lane County Sector Strategy Team as a local sector that the entire community would focus its attention and support.

In the last 9 months, LWP has formed the Tech Sector Collaborative made up of close to 70 industry leaders. These leaders identified and reported the industry's needs and issues; assigned local leaders industry issues to resolve; and reported the successes achieved in support of the industry. (See 1.1 Attachment A – State of the Workforce Report; 1.1 Attachment B – Local Strategic Planning Data; 1.2 Attachment C – ALICE Report)

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

In partnership with the Oregon Employment Department, LWP receives localized data of the local workforce which includes current labor force employment (and unemployment) data and information on labor market trends and the education and skill levels of the workforce in our region. Data is also provided on individuals with barriers to employment, which includes older workers, minorities, youth, and veterans. In an effort to inform the local community, data is posted on our website at www.laneworkforce.org and is updated on a monthly basis and/or as new data is received. (See 1.1 Attachment A – State of the Workforce Report)

1.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]

Through a strong partnership with the Oregon Employment Department, and our local WIOA service delivery partners, we have built a full range of services for both businesses and jobseekers at WorkSource Lane. The Local Leadership team and the Executive Leadership team have analyzed the services at WorkSource Lane and identified deficits that we would like to focus on in the upcoming year. The continual reduction in formula federal funding has spurred the board to look at private business funding to lessen the deficit and increase the ability to serve more youth and adults in work related activities. In looking at serving rural communities, we are in discussions with our partner agencies to see if work related services that are offered at satellite partner offices could be open to WorkSource Lane customers. Basic Skills enhancement has been identified as a limited service along with job retention and advancement. The WorkSource Lane program provider applied and received a SNAP 50/50 grant to offer GED prep and follow up services to this target population through the WorkSource center.

Trained staff at WorkSource Lane stay current with industry needs and job searching trends to provide reliable and timely assistance to customers. LWP works very closely with public and private training entities that serve our county to make sure that appropriate trainings, as identified by industries, are available. LWP assists new training programs with the Eligible Training Provider List (ETPL) application, which ensures that participants in the WIOA training program have access to all available training options. (See 1.4 Attachment A – Lane WorkSource Workshop Schedule Dec. 2015; 1.4 Attachment B – Regional Innovation Training Funds RFP; 1.4 Attachment C – LWP Workforce System Year-End Performance Report)

Through our current work with the Technology Sector, the Board learned of the high demand for skilled Data Analysts by the industry. In response, the Lane Workforce Board invested in the curriculum development of an on-line data analyst training program. The objective is for students to not only be able to collect the data but also to be able to analyze and prepare a work plan based on the data.

In addition, though our investments in training at WorkSource Lane, we provide a very robust On-The-Job Training (OJT) program in Lane County. The OJT program provides job seekers with an opportunity to become employed and learn new skills while earning a paycheck. For employers, the OJT program provides a reimbursement of up to \$3,500 for each trainee the company trains on the job. Last year, 103 businesses participated in the OJT program with 129 job placements (See 1.4 Attachment D – Strategies for Implementing OJT Simply and Effectively).

108 Business and Community Investments through the OJT and Regional Innovation Fund programs

8750 Enrolled in WIA	2 Associate Degree (Sch. yr hasn't ended)
10,524 Skill Building Workshops	45 Industry Certificates
161 Training Scholarships	23 Other Degree or Certificate
129 OJT contracts	1 Professional Certificate
3680 People Placed Jobs	
4120 Retained	
\$92,924,246 Earned by Participants (6-month period)	

Lane County Population: 356,212
Labor Force: 149,900 Unemployment Rate: 6.7%

Investments in our local workforce would not have been possible without the collective resources and collaborative efforts of the following organizations and funding sources: Workforce Innovation and Opportunity Act federal funds, DOL National Emergency Grants, Oregon Employment Department's Wagner Peyser & Supplemental Employment Department Administration Funds, State of Oregon General Funds, AARP Foundation funds, and Lane County Economic Development funds

Moving forward into next year, LWP is asking businesses in Lane County to invest in the local workforce. LWP has completed an analysis of available WIOA funds and the lack of funding capacity to reach all of the local workforce needs (See 1.4 Attachment E – Adult and Youth Investments). LWP has started a campaign to enlighten and offer opportunities for businesses and community members to invest in the local workforce. LWP is clear that as a board we cannot tackle all of the workforce needs in Lane County. However, with investments and partnering with other agencies whose mission is to serve targeted populations or community issues that affect local workforce, the board can impact workforce issues in Lane County. LWP has a greater impact by investing funds in existing agencies and convening targeted groups around issues that affect workforce in Lane County. Together we are able to bring issues to the forefront with community leaders and leverage funds with assurances and oversight that the money is being spent to support the goals and mission of the board and the community as a whole. LWP's moto is we do not have to reinvent workgroups to address issues – instead, we need to partner with agencies, businesses, and community members to assist with moving forward. LWP brings to the table the ability to convene and promote action items to solve workforce issues. There is power in numbers as long as the goals are defined and a commitment from the group.

1.5 An analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]
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Through the Workforce Innovation and Opportunity Act (WIOA), Lane Workforce Partnership provides multiples services to youth ages 14 – 24. In order to participate in activities carried out under WIOA, an individual needs to meet one or more eligibility requirements. One of these requirements is to serve youth with a documented disability. In the program year 2014-15, 25% of the Lane County youth that were enrolled in WIOA, had a documented disability. The WIOA services provided to these youth focused on: preparing them to be the future of workforce through high school completion/GED attainment; academic and occupational skill development; post-secondary training or certification; and employment. The Lane Workforce Partnership's WIOA youth contractors also work closely with the school district's Youth Transition Program Specialist to coordinate services to youth with disabilities.

For the past two summers (2014 & 2015), LWP has partnered with the Department of Human Services (DHS) and Looking Glass to provide education and employment services to youth connected to DHS public assistance programs. The combined case management has allowed youth to develop a stronger support network to help guide their progress. Following the success of the 2015 summer program, a pilot project has been designed that would make the DHS Youth Program available year-round in Lane County for eligible candidates. This program would offer on-going/rolling enrollment to eligible participants who would then receive 8 – 12 weeks of services. These services include: work experience placement; academic/career assessment; and a transition plan from participation.

Lane Workforce Partnership has been very involved in a number of youth related sector projects. These projects focus on developing connections between Lane County High Schools and businesses with a

collaborative goal of introducing young workers (the emerging workforce) to various industries. Examples of LWP youth sector projects include:

- Sponsorship and participation in the Construction and Utility Career Day - 450 students experience a “day in their life” with hands-on activities.
- Sponsorship and participation in the Employment and Economic Course. Entering its third year, this course offers high school educators the opportunity to tour local companies that represent consistently strong or growing components of our economy. Survey and feedback information from both employers and class participants have made this course a model to be adopted throughout the state.
- Lane County Tech Collaborative - Six tech collaborative response teams focused on issues relating to growing and sustaining the tech industry in Lane County. One of the issues addressed how to better prepare students as they enter the tech workforce.
- Sand and Gravel Tours - Local aggregate companies host four sessions of their respective work sites for instructors and their students. In the past two years, over 100 students from 13 local Lane County School Districts have participated in these tours. Following the tour, students are given the opportunity to apply and interview for positions with the companies.
- Participation with the Springfield Chamber Education Committee in their Workplace Problem Solving Workshops. High school juniors and seniors are paired with local employers to not only learn about their industry but problem solve real workplace issues that young workers typically encounter.
- Help facilitate the Lane County Trades Youth Training Academy. A small number of students are selected to participate in pre-apprentice programs in sheet metal, electrical, and plumbing.
- Multiple collaboration efforts to connect local manufacturing, construction, health care, and technology companies to Lane County High School Career Technical Education (CTE) and Science, Technology, Engineering, Math (STEM) programs.
- Sponsorship and participation in the Lane County Manufacturing Day – scheduled for February 2016

(See 1.5 Attachment A – Youth Needs Assistance and 1.5 Attachment B – Lane County Youth Unemployment Rates)

Section 2: Strategic Vision and Goals

Please answer the following questions of Section 2 in eight pages or less. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

2.1 Provide the board's vision and goals for its local workforce system in preparing an educated and skilled workforce in the local area, including goals for youth and individuals with barriers to employment. [WIOA Sec. 108(b)(1)(E)]

Board Mission: *Meet the workforce needs of employers and individuals through partnerships and innovation.*

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

Below you will find the goals set by the LWP Board along with the problem statement and community comments around the strategic plan.

After first reviewing the Oregon Workforce Investment Board strategic goals and objectives, the Lane Workforce Board discussed local employment and economic data, empirical observations of the marketplace, and several accomplishments that have been achieved by the Lane Workforce Partnership. With that updated context in mind, the Board identified five problems or areas of concern and focused its attention on developing each one as a strategic opportunity to fulfill the organization's mission.

PROBLEM: CHANGING JOBS IN THE NEW ECONOMY

We need to anticipate and prepare workers for jobs that will be changing in the new and emerging economy.

Board members cited several examples of jobs that are changing such as taxi drivers (advent of Uber and Lyft) and gasoline engine repair technicians (advent of electric cars.) In the new economy many traditional jobs will go away, some will morph into others, and many new jobs will be born of emerging technology, innovation, and market demand.

PROBLEM: YOUTH ARE UNPREPARED FOR EMPLOYMENT

Youth are not engaged or prepared with the necessary soft or technical job skills to enter the workforce in the current or emerging economy.

Several factors contribute to a common perception that many youth coming out of high school seem unprepared to hold jobs in the workplace. Part of the problem seems connected to the general economy, part to the emergence of technology and social media, and part to changing cultural values and interests. While it's unfair to generalize too extensively about youth in the workplace, many employers report that they find it difficult to engage youth or interest them with jobs in areas such as construction trades, manufacturing, food production, and agriculture, etc.

PROBLEM: RETIRING BABY-BOOMERS

There is an immediate and ongoing need to replace those in the workforce who are retiring in order to ensure an effective transfer of skills, knowledge, and productivity.

Baby-boomers are continuing to retire at a rapid pace and many employers experience difficulty finding new employees to move into newly vacated jobs. Succession planning at nearly every job level is difficult and the ongoing brain drain and loss of practical job knowledge and experience poses a threat to many employers.

PROBLEM: UNDER-REPRESENTED POPULATIONS

Under-represented populations are not receiving equitable employment and economic opportunities.

These groups include: women, minority populations, those over 50, veterans, people with disabilities, and rural communities. For a variety of economic, social, and cultural reasons, under-represented populations have

difficulty accessing education and training opportunities to prepare them for self-sustaining jobs, and navigating the processes involved in finding and securing employment.

PROBLEM: SYSTEM INEFFICIENCIES

Efforts among individual organizations involved in workforce and economic development are expensive and ineffective due to a lack of coordination and alignment.

A number of individual organizations, agencies, nonprofits, and other service providers contribute to the development of Lane County’s workforce and economy using multiple resources. In many cases, these entities share common goals, serve the same people, and cooperate on many levels. At times, however (perhaps too often) individual missions, bureaucratic procedures and policies, and simple lapses in communication lead to ineffectiveness and inefficiency in delivering qualified, work-ready employees into the workforce.

After reflecting on these areas of concern, the Board defined five corresponding strategic goals to address the problems. They also identified several potential strategies and possible success measures, although the Executive Committee will develop those more thoroughly at a later date. The draft strategic goals are:

Goal 1

Prepare workers for jobs in a new and changing economy.

Potential Strategies:

- Research job changes by industry
- Continue to implement Sector Strategies
- Identify and share job skills with current and emerging workforce
- Evaluate current job training programs to determine if the needs of the employers are being met
- Gather and disseminate projected data about job evolution/changes/growth

Progress Measures:

- Employers report that they have a qualified applicant pool
- LWP meets or exceeds goals for entered employment and retention

Goal 2

Prepare our youth for future employment.

Potential Strategies:

- Use technology to introduce youth to various jobs
- Connect industry workforce needs to education
- Continue to utilize the National Career Readiness Certificate (NCRC)
- Increase paid work experience opportunities

Progress Measures:

- Reports from employers indicate success in hiring youth
- State employment data indicates an increase in youth employment

Goal 3

Connect individuals to education, skill-building, and employment opportunities in industries and occupations most impacted by retirements.

Potential Strategies:

- Research the impact of the aging/retiring workforce
- Match appropriate succession strategies with various jobs
- Invest in career pathway models
- Utilize On-the-Job Training (OJT) and customized training in companies with high retirement projections

Progress Measures:

- Employers report successful attrition and job transfers
- Increased OJT placements and customized training
- State employment data indicates a decrease in replacement openings due to retirements

Goal 4

Expand the use of services and increase job placements for under-represented populations, including: women, minority groups, those over 50, veterans, people with disabilities, and rural communities.

Potential Strategies:

- Hold equity and inclusion round table discussions with targeted populations
- Ensure staff are adequately trained in service delivery for all targeted populations
- Ensure services are user-friendly and appropriate for targeted populations
- Target outreach activities

Progress Measures:

- Increase service utilization among targeted populations
- Record and report entered employment, retention, and wage outcomes for each targeted population

Goal 5

Improve alignment among community leaders to meet key outcomes as identified by industry.

Potential Strategies:

- Continue sector strategy work
- Engage relevant agencies and programs
- Improve alignment among community leaders to meet key outcomes as identified by industry
- Use data to drive effort and outcomes
- Collaborate in an effort to optimize the utilization and impact of local workforce resources

Progress Measures:

- Demonstrate effectiveness in achieving outcomes as identified by business and industry

2.2 Describe how the board's vision and goals align with and/or supports the vision of the Oregon Workforce Investment Board (OWIB):

A strong state economy and prosperous communities are fueled by skilled workers, quality jobs and thriving businesses.

See Local Plan References and Resources.

Each of the goals identified by LWP's Board aim to support the Oregon Workforce Investment Board's vision of "A strong state economy and prosperous communities fueled by skilled workers, quality jobs, and thriving businesses." At the Lane County Strategic Planning Meeting on October 15, 2015, we posted the OWIB goals front and center in the room to guide our discussion on the goals for Lane County.

"LWP Goal 1: Prepare workers for jobs in a new and changing economy" aligns with OWIB Goal 2: "Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers." By convening industry through sector meetings and one-on-one business contacts, we are able to identify industry needs, obtain current information, and adapt to the changing needs of the industry to better align industry employee needs with job seeker skills. Continuous communication and cooperation between the board, the workforce center, and the local industries is the key ingredient to a viable workforce in Lane County. Lane County will continue to implement the following strategies:

- Research job changes by industry
- Continue to implement sector strategies
- Identify and share job skills with current and emerging workforce
- Evaluate current job training programs to determine if the needs of the employers are being met
- Gather and disseminate projected data about job evolution/changes/growth

LWP Goal 2: “Prepare our youth for future employment” aligns with OWIB Goal 4: “Create and develop talent by providing young people with information and experiences that engage their interests, spurs further career development and connects to Oregon employers.” Working closely with local training and education agencies in Lane County, the board has bridged the gap between employers and students. Bringing educators out to business sites to further their understanding of the industries not only assists in industry driven curriculum but also provides firsthand knowledge of the inner workings of the business to pass along to the students. We are bringing closer alignment between the future workforce and businesses in Lane County by convening youth centered educators and agencies, participating in building CTE curriculum, and providing opportunities for businesses, youth, and educators to meet and share their workforce needs.

Potential Strategies:

- Use technology to introduce youth to various jobs
- Connect industry workforce needs to education
- Continue to utilize the National Career Readiness Certificate (NCRC)
- Increase paid work experience opportunities

LWP Goal 3: Connect individuals to education, skill-building, and employment opportunities in industries and occupations most impacted by retirements aligns with OWIB Goal 3: “Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities and accelerate career momentum”. Through the following strategies we are able to meet not only the job seeker needs but also align business needs with the job seeker.

Potential Strategies:

- Research the impact of the aging/retiring workforce
- Match appropriate succession strategies with various jobs
- Invest in career pathway models
- Utilize On-the-Job Training (OJT) and customized training in companies with high retirement projections

LWP Goal 4: Expand the use of services and increase job placements for under-represented populations, including: women, minority groups, those over 50, veterans, people with disabilities, and rural communities aligns with OWIB Goal 1: “Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.” LWP has taken this goal a step further by not only creating a customer center but also the ability to reach out and serve underserved populations with relevant and meaningful services through the following strategies:

Potential Strategies:

- Hold equity and inclusion round table discussions with targeted populations
- Ensure staff are adequately trained in service delivery for all targeted populations
- Ensure services are user-friendly and appropriate for targeted populations
- Target outreach activities

LWP Goal 5: Improve alignment among community leaders to meet key outcomes as identified by industry. This goal aligns with all of the OWIB strategic goals. We have learned that without buy-in from industry, partner, and workforce center staff, goals do not get met, momentum is lost, and initiatives do not move forward. Work that is done in agency silos falls short of meeting industry needs. This produces unprepared job seekers which leads to making it difficult for businesses to stay and grow or for new businesses to locate here. To address and

grow workforce in Lane County, we must convene all the players and develop a common understanding of the goals and messaging – this will build momentum to facilitate change in Lane County.

Potential Strategies:

- Continue sector strategy work
- Engage relevant agencies and programs
- Improve alignment among community leaders to meet key outcomes as identified by industry
- Use data to drive effort and outcomes
- Collaborate in an effort to optimize the utilization and impact of local workforce resources

2.3 Describe how the board’s vision and goals contributes to each of the OWIB’s goals:

- Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.
- Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.
- Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.
- Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

The OWIB’s strategic plan includes a number of strategies under each goal. Local boards are not expected to address how each strategy will be implemented. It is up to the discretion of the local board to determine what strategies best fit the local needs.

Oregon Workforce Investment Board and Lane Workforce Partnership Goals

	OWIB Goal 1: Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.	OWIB Goal 2: Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.	OWIB Goal 3: Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.	OWIB Goal 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.
LWP Goal 1: Prepare workers for jobs in a new and changing economy.		✓	✓	
LWP Goal 2: Prepare our youth for future employment.		✓	✓	✓
LWP Goal 3: Connect individuals to education, skill-building, and employment opportunities in industries and occupations most impacted by retirements.		✓	✓	
LWP Goal 4: Expand the use of services and increase job placements for under-represented populations, including: women, minority groups, those over 50, veterans, people with disabilities, and rural communities.	✓	✓	✓	
LWP Goal 5: Improve alignment among community leaders to meet key outcomes as identified by industry.	✓	✓	✓	✓

2.4 Describe how the board's goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)]

At the October 15, 2015 local strategic planning session, the Board was mindful of federal performance and accountability measures for youth and adults being served with WIOA funds (See 2.4 Attachment – Performance Targets for 2015 Lane County). The Board, local leaders, and community members believe that the goals and strategies identified at the strategic planning session will assist our local area in achieving the negotiated federal performance measures. LWP feels that to reach federal performance goals, you have to have workforce partners, community agencies, businesses, and job seekers in alignment. The local goals are all about aligning businesses and job seekers. By local businesses using the business services offered at the centers, there is a clearer understanding between the business community and the partners working with job seekers. Using WorkSource Lane as the hub for all workforce activities (both businesses and job seekers) provides a more cohesive approach to economic stability in Lane County. To grow economic stability in Lane County, there needs to be an inclusive, collective approach, with common goals, co-reporting of data, etc. to allow agencies to do what they do best. As demonstrated in the co-enrollment efforts at the Workforce center, when everyone works together, performance measures are met and exceeded. Our entered and retained employment along with the training related employment goal set by the local board has risen because of increased alignment of business driven curriculum and customized training in addition to the OJT program.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the following questions of Section 3 in 15 pages or less. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs to align resources in the local area, in support of the vision and goals described in Question 2.1. See Local Plan References and Resources. [WIOA Sec. 108(b)(1)(F)]

Lane Workforce Partnership has a very active consortium of partners at WorkSource Lane that report on performance measures to the Board as well as collaborate on board initiatives. Board staff participate with partner agencies whose initiatives align with the mission and vision as set by the LWP Board. After careful review of labor market data, the decision was made to focus on the technology industry for 2015. The Board invested in bringing a chapter of the Technology Association of Oregon to Lane County. In addition, LWP reached out to local tech companies and asked them to identify issues within their industry. This provided a forum for workforce agencies in Lane County to hear and actively participate in solution driven activities.

Following the convening of the tech industry, six Tech Collaborative Response Teams were formed to address issues identified by the industry. To date, the Response Teams have accomplished many goals. As a result of these collaborations and achievements, Lane County has received national attention. In July 2015, Fast Company magazine named Eugene as one of the top 10 up-and-coming cities for tech jobs in the nation.

Through collaborative efforts, the entrepreneurial community in Lane County is growing by leaps and bounds. LWP supports and invests funds in the Regional Accelerator and Innovation Network (RAIN). RAIN connects entrepreneurs, investors, and other resources to grow startup ecosystems in Eugene and Springfield. The LWP Board released an RFP for Regional Innovation Training Funds that offered opportunities to businesses to request training funds to skill up and strengthen their existing workforce. FertiLab, a non-profit community and network of resources, exists to support the entrepreneurial community in Lane County, Oregon. They are comprised of engineers, scientists, marketers, software developers, allied professionals, etc. Their common thread is that they care deeply about entrepreneurship, particularly as a means of economic and workforce development. LWP was able to invest in ID8 training for early start-up companies to understand, evaluate, and prescribe actions to help get a new venture focused, healthy, and on its way to growth and success. LWP awarded a training grant to the Emerald Valley High Performance Enterprise Consortium. These funds will provide advanced lean training to Lane County while also providing local trainers the ability to continue offering training for manufacturing and service businesses. LWP continues to make strategic investments that assist with growing a strong economic base in Lane County. An example is the partnership between the tech industry and higher education. Through our conversations, it was discovered that data analysis training was lacking in course offerings at post-secondary institutions. Through collaboration with higher education institutions in the area, a local company was able to develop a curriculum and create an on-line certificate program. This program will be endorsed by post-secondary institutions and local businesses as well as being complimentary to existing curriculum.

3.2 Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

WorkSource Lane Partners

Lane Community College
 Department of Human Services
 LILA (Lane Independent Living Alliance)
 Oregon Employment Department (Wagner-Peyser)
 Veterans Services
 Vocational Rehabilitation Services
 WIOA Adult Services provider –
 Lane County Health and Human Services

Youth Service Provider Partners

Bethel School District
 Cottage Grove School District
 Looking Glass
 Pleasant Hill School District
 South Lane School District
 Springfield School District

Lane County Sector Strategy Team Partners

Business Oregon
 City of Cottage Grove
 City of Eugene (City Managers and Local Elected Officials)
 City of Florence
 City of Springfield (City Manager)
 Diamond Traffic
 Eugene 4J School District
 Eugene Chamber of Commerce
 Eugene Water and Electric Board
 FertiLab
 Lane Community College
 Lane County
 Lane ESD (Lane Education Service District)
 Lunar Logic

Oregon Community Credit Union
 Oregon Employment Department
 Pacific Source Health Plans
 Personnel Source
 RAIN (Regional Accelerator Innovation Network)
 Springfield Chamber of Commerce
 TAO (Technology Association of Oregon)
 The Lane Council of Governments
 Third Ocean
 Travel Lane County
 University of Oregon
 Wildtime Foods (Grizzlies Brand)
 Willamette Valley Company
 WorkSource Oregon

3.3 Describe efforts to work with partners identified in 3.2 to support alignment of service provision to contribute to the achievement of OWIB’s goals and strategies. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

WorkSource Lane has operated as an integrated workforce center for the past 12 years with the Oregon Employment Department (Wagner-Peyser), WIA employment and training services, WIA Title II Adult Education and Literacy, Vocational Rehabilitation, Senior Services, and Veteran Employment Services. In November 2015, WorkSource Lane embarked on a re-design that would make the center more customer focused. The re-design supports a customer centric service delivery model. In alignment with the WorkSource Oregon Operational Standards, functional teams are moving forward to deliver consistent services across the state. LWP convenes the WorkSource Lane consortium of partners to evaluate performance and continuity of service delivery to businesses and job seekers alike. LWP has plans to procure a “One-Stop Operator” under WIOA to oversee the consortium of agencies and the functionality of the workforce system. LWP would like to obtain a One-Stop Operator that has connections to other workforce systems in the State for the express purpose of quality improvement and standardization. The LWP Board is very active in the workforce system with agency members having on-site staff and businesses using the services offered at the center.

3.4 Describe strategies to implement the WorkSource Oregon Operational Standards, maximizing coordination of services provided by Oregon Employment Department and the local board's contracted service providers in order to improve services and avoid duplication. See Local Plan References and Resources. [WIOA Sec. 108(b)(12)]

In an effort to implement the WorkSource Oregon Operational Standards, a local leadership team made up of staff from LWP, the Oregon Employment Department, and the WIOA program provider meets regularly to ensure that standards are being delivered. It is anticipated that contracting with a neutral One-Stop Operator will assist the Board in ensuring a continuity of service delivery with the goal of continuous improvement and reduction of duplication of services and staff time.

3.5 Identify how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. See Local Plan References and Resources. [WIOA Sec. 108(b)(13)]

The local Title II provider is on the Local Workforce Board and participated in the local workforce strategic planning session. The Title II provider will present their local strategic plan to the Workforce Board for input. Both agencies will work closely together to make sure that the plans are aligned and that collaboration continues to ensure that Title II activities are represented and aligned with Title I services within the workforce system.

3.6 Describe efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]

The LWP Board is a strong supporter of the entrepreneurial ecosystem in Lane County. LWP facilitates and invests in: pre-accelerators; startup accelerators; shared work and lab spaces; and businesses mentoring new business programs that assist a wide range of entrepreneurs to stay and grow in Lane County. Through our partnership with Lane County Community and Economic Development Department, Lane Workforce Partnership has created the Regional Innovation Training Fund. These funds have assisted FertiLab Thinkubator's ID8 Pre-Accelerator program. The ID8 program is FertiLab's 5-week, hands-on, pre-accelerator program for technology startups.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

LWP board staff participates on various boards and committees to connect the workforce activities with secondary and post-secondary education programs. Title II staff have a seat on the Local Workforce Board, along with ESD, and local high school representation on the youth committees. LWP has a very small staff but by working with other partners and board members to produce common messaging and goals, the reach locally and statewide has grown exponentially. Through convening of interested parties around education, working on common goals, and having a voice on numerous boards and committees, the alignment and economic stability message is reaffirmed throughout Lane County. By having the 24 member workforce board reaffirm the common messaging takes it to another level. When not only board staff are moving initiatives forward but the board is also able to articulate the messaging and carry on to other community meetings and events, the reach is expansive. By calling board members into action and capitalizing on individual efforts, we are able to support and further the goals of the board and the community at large. The following chart is just some of the boards and committees that the staff participates in but the list grows considerably when you include board members and partner agencies.

Secondary School Projects	Post-Secondary Projects
Career Technical Education Consortium	Pacific Northwest Manufacturing Partnership
Construction and Utilities Career Planning Group	Lane Community College Business Department Advisory Committee
DHS/WIOA Youth Employment & Training Workgroup	Pioneer Pacific Advisory Board
Springfield Chamber of Commerce Education Committee	
High School Connections Advisory Committee	
Future Workforce Committee	
Manufacturing Career Workgroup	

3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]

Our support services policy states that all other options for funds availability must be exhausted before the use of WIOA funds are allowed (See 3.8 Attachment – Support Services Policy). Staff participation on the Homeless & Poverty Board, Economic Prosperity Collaborative, United Way, and other service agencies in the area, allows us to maximize funds that can be used for a variety of initial needs. The Workforce Center just embarked on updating resource mapping, along with cross training and information sharing between all of the agencies in the county that assist residents with basic needs. The plan is to have an electronic based resource guide for staff along with having agencies cross train all staff in appropriate referrals. Through better understanding and appropriate customer referrals, we can assure that WIOA funds are maximized for the WIOA customer. Over 75% of formula funds go to training related activities. Under WIOA, our support service dollars follow the training customer. Transportation to education and skill building activities have been identified by the board as a key issue. Our support service dollars go towards assisting customers to be able to get to training, have day care for their children, and have the materials necessary to be successful in the training. The WorkSource Center management staff meets weekly with board staff; the Local Leadership team meets bi-monthly; and contract management staff and contract directors meet monthly as well. At all of the meetings we are discussing the resources available and pooling information that is helpful to the customer and the staff. Staff have regular trainings by WorkSource managers, along with board staff when there are new programs, policies, or procedures to be initiated.

3.9 Based on the analysis described in Section 1.1-1.3, identify the populations that the local area plans to focus its efforts and resources on, also known as targeted populations.

The board has agreed to focus on the following three industry sectors but staff continue to work with all businesses that request assistance to strengthen their business either through mini-sector processes or referrals to professional consultants (see 3.9 Attachment – Workforce Boards as Sector Intermediaries).

1. Technology industry
2. Food and beverage manufacturing industry

3. Healthcare industry

Other targeted populations that we are focusing on include: 50+ population; offender reentry; teen parents; high risk youths; entrepreneurs; women; minorities; veterans; people with disabilities; and rural communities.

3.10 Based on the analysis described Section 1, identify one to three industries where a sector partnership(s) is currently being convened in the local area or there will be an attempt to convene a sector partnership and the timeframe.

The Lane County Sector Strategy Team convened for the first time in November 2014. The team is made up of regional workforce development, economic development, city, and business leaders. The team identified the technology industry as the first sector to collectively target. The work began in February 2015 and is an ongoing effort. Based on the success of the Tech Sector work, Fast Company magazine named Eugene as one of the top 10 up-and-coming cities for tech jobs in the nation. In addition, we will be presenting at the National Association of Workforce Boards Annual Conference in Washington, DC, March 10 – 17, 2016.

The Sector Strategy Team has identified the food and beverage manufacturing industry as the next area of focus. Sector partnership work in this area began in October 2015 and is also an ongoing effort.

3.11 Based on the analysis described Section 1, describe the local investment strategy toward targeted sectors strategies identified in 3.10 and targeted populations identified in 3.9.

LANE COUNTY TECH COLLABORATIVE

Lane County Sector Strategy Team

The Lane County Sector Strategy Team is focused on economic and workforce development for Lane County, Oregon. The Lane County Workforce Partnership (the local Workforce Board in Lane County, Oregon) launched and convened the team in November 2014. It is made up of regional workforce development, economic development, city and business leaders. The team is responsible for making decisions together about how to better support critical industries in Lane County, including forming sector partnerships targeting specific industries. Kristina Payne, Executive Director of Lane Workforce Partnership, frames the intent behind forming the team as a way to “work better together” and to give recognition to everyone’s efforts. “It is good for our community as a whole when people collaborate. It is all about collective impact”, said Payne.

The Strategy Team is made up of: the Cities of Eugene, Springfield, Florence, the Eugene Chamber, RAIN Eugene, the University of Oregon, Lane County, Lane Community College, Travel Lane County, WorkSource Oregon, Business Oregon, The Lane Council of Governments, Local Elected Officials from Eugene and Springfield, and the Eugene Water & Electric Board and the Technology Association of Oregon.

Opportunity in Lane County’s Tech Industry

After careful review of labor market data, the Team identified the technology industry as the first sector to collectively target. Lane County is home to over 400 tech companies, which employ nearly 5,000 people, bringing over \$350 million dollars in wages to the area. Software publishing in Lane County is projected to grow by 1,105 jobs by the year 2020 and an additional 1,258 jobs will need to be replaced by that time. In order for

Lane County to keep pace with the industry's demand for skilled workers, the workforce development and education community recognized that it would have to work together to strengthen the local talent pipeline. Workforce development, education and economic development also realized that supporting this vital industry overall was an opportunity to grow the local economy and the area's high-wage jobs.

Tackling Real Objectives with Tech Collaborative Response Teams

In February 2015, the Lane County Sector Strategy Team reached out to Tech Company Executives and CEO's and invited them to convene to discuss opportunities for expansion and to identify issues that inhibit the growth and/or stability of the tech industry in the city of Eugene and in the greater county of Lane. The invitation highlighted all of the community support members that are committed to this effort and over 30 local leaders attended the event. The group decided to form six 'Tech Collaborative Response Teams' to identify and address a series of objectives. The Response Teams have accomplished many goals related to the group's employer driven objectives. "I think a lot of people had the will and it was about getting the people together to find the way" said Todd Edman (CEO of Lunar Logic).¹ In June of 2015, the Lane County Tech Collaborative (which has grown to 80 members) and all of the Response Teams convened again to share success stories amongst members and welcome 12 new tech companies to the group. "The industry leaders now know who is leading this work, how they can plug into it, how they can participate as it moves forward, and they have seen demonstrated success" said Payne.

Creating Business Driven Computer Science Curriculum in Local Colleges

At the initial convening of partners in February, the members identified computer science education and workforce development in the Eugene and Springfield area as the top priority for software publishing firms and tech startups. "The biggest problem across the board is hiring qualified folks in tech", said Todd Edman (CEO of Lunar Logic), "Eugene/Springfield has over 4,700 tech positions with an average wage of \$66,620 and all of us sitting around the table would hire more people if we could find more qualified people. I have four positions open right now."² The Response team, which includes leaders from higher education, is working to address this urgent need by creating a business driven curriculum in the local colleges and universities that would strengthen the pipeline of tech workers. University of Oregon is spearheading this effort and is developing new courses and career pathways in their computer science program in response to industry demands. For the last two years, UO has piloted an 'Intro to Software Engineering' course that is designed to introduce students to industry needs and is now partnering with the Response Team to expand this effort.

Goals:

- Align industry needs with academia training programs.
- Design and launch a Professional Development Certificate in Data Science which will be produced and maintained by the Department of Computer Information Systems (CIS) at University of Oregon. It will be delivered fully online, with a one year curriculum, and data sets and problems drawn from local companies.
- Rejuvenate internship programs with local employers (Master's and Bachelor's level).

¹ McDonald, Sherri. "Business & Education: Tech Industry Undertakes Effort to Improve Schools." The Register-Guard 4 May 2015.

² McDonald, Sherri. "Business & Education: Tech Industry Undertakes Effort to Improve Schools." The Register-Guard 4 May 2015.

- Link CIS research labs with industry/government pilot sites.

Creating Business Driven Computer Science Curriculum in Local Colleges Achievements:

- Steve Fickas (University of Oregon, Professor of Computer Information and Science), with input from the Response Team, applied for a grant from the Engineering and Technology Industry Council which would disperse \$699,000 over a three year period to fund tech program development at University of Oregon.

Next Steps:

- Once funding is secured, the University of Oregon plans to create a two year Master’s Degree in Health Informatics and Data Science which will include an internship with industry partners (10 students per year) and a one year Minor Degree in Data Science which also includes an internship with industry partners (25 students a year).

Supported by Co-Chair Steve Fickas (Professor, U of O, Computer Science Department), Matt Sayre (Executive Director, TAO Eugene), Dr. Larry Sullivan (Superintendent, Lane ESD), Chris McGaughy (Chief of Staff, Eugene 4J School District), Anne Fifield (Economic Development Planner, City of Eugene), Joe Maruschak (Director, RAIN Eugene), Shula Jaron (Executive Director, FertiLab), Brian Rooney (Regional Economist, OED), Julie Davidson (Manager, Oregon Employment Department/WorkSource Lane), Kim Thompson (Workforce Analyst OED)

Improving Quality of K-12 Education

Improving public K-12 education in Lane County is also a longer-term priority for the Lane County Tech Collaborative in order to develop the local tech workforce pipeline and to attract new tech industry members to the region. “Schools are becoming the weak link for recruiting”, said Joe Maruschak (Chief Startup Officer and Director of Regional Accelerator and Innovation Network). “Good schools are critical. The types of people who are going to be attracted to this area are quality-of-life people, and if they’ve got kids, the first thing that they are going to look at is the quality of the schools”, agreed Todd Edman (CEO of Lunar Logic).³

Goals:

- Strengthen the STEM fields (science, technology, engineering and mathematics) in Lane County Schools to create a foundation of knowledge and encourage more young people to pursue a career in computer science fields. A stronger STEM curriculum in K-12 education will also raise school ratings and elevate community perception of schools.

Achievements:

- Steve Fickas (University of Oregon, Professor of Computer Information and Science), with input from the Response Team, applied for a grant from the National Science Foundation which would award \$2.5 million over a five year period to improve computer science courses in Lane County’s K-12.

Improving Quality of K-12 Education Next Steps:

³ McDonald, Sherri. “Business & Education: Tech Industry Undertakes Effort to Improve Schools.” The Register-Guard 4 May 2015.

- Once funding is secured, launch two computer science courses at each of the five Eugene School District high schools over the next five years.
- Partner with education leaders, STEM educators and industry leaders to strengthen science and math programs in schools. “I believe that if we put an effort behind (STEM) curriculum that it really truly can make an impact,” said Todd Edman (CEO of Lunar Logic). “I think there’s a lot of hunger and people in underserved populations who see tech as a way to change the trajectory of their lives.”⁴

Supported by: Chair Dr. Larry Sullivan (Superintendent, Lane Education Service District), Todd Edman (CEO, Lunar Logic), Steve Fickas (Professor, U of O, Computer Science Department), Angela Peacor (Vice President, Human Resources & Organizational Development, OCCU), Kelli Weese (City Recorder, Florence Oregon), Charis McGaughy (Chief of Staff, Eugene 4J School District), Shula Jaron (Executive Director, FertiLab), Dave Hauser (Director, Eugene Chamber), Joe Maruschak (Director, RAIN Eugene), Daron Fort (Director, LCC High School Connections), Anne Fifield (Economic Development Planner, City of Eugene), Susan Rieke-Smith (Assistant Superintendent of Instruction, Springfield HS)

Increased Internet Speed in Downtown Eugene

In April of 2015, this Response Team formed to address the issue of access to affordable and sufficient broadband internet. The Response Team was able to build on the City of Eugene’s robust Strategic Broadband Plan from 2014 with a pilot program that involved installing a small municipal network downtown. This Response Team realized tangible success with this pilot program and paved the road for future improvement on this issue in the region. “We have businesses in the Eugene area that if they grow any more they’re going to have to leave Eugene because they can’t get the connectivity — the bandwidth that they need,” said Milo Mecham, a planning services official at the Lane Council of Governments. “This project is designed to keep those businesses here and create a place where other businesses are going to locate.”⁵

Goal:

- Acquire world class broadband network capability in Eugene’s downtown along major corridors to accelerate high-tech business development.

Achievements:

- Lane Workforce Partnership Board allocated funds to open and staff a chapter of the Technical Association of Oregon in Eugene. They recruited Matt Sayre who has spearheaded this effort.
- The Response Team supported City of Eugene, LCOG and EWEB in the Pilot effort to connect two buildings in downtown Eugene to “world class” broadband internet.
- Crafted a ‘one pager’ that effectively communicated economic benefits to non-technical community stakeholders.
- Leveraged private sector relationships to expedite building access agreements to complete network infrastructure.
- Courted Internet Service Providers (ISP) to participate on ‘open access’ network.
- Supported a community convening between ISP’s and building tenants

Increased Internet Speed in Downtown Eugene Achievements continued:

⁴ Ibid.

⁵ McDonald, Sherri. “Business & Education: Tech Industry Undertakes Effort to Improve Schools.” The Register-Guard 4 May 2015.

- Funds were contributed from the City of Eugene, Lane Council of Governments, and Eugene Water and Electric Board to make this project possible.
- Introduced new ISP's directly to customers.
- Coordinated media outreach to help get the story out.
- Shaped the new Internet Service offerings from ISP's based on business feedback.

	April 2015	'Open Access' Pre-Sector Strategy	'Open Access' Post-Sector Strategy
Speed	150Mbs upload / 20Mbs download	1000Mbs/1000Mbs	1000Mbs/1000Mbs
Price	\$250/month	\$3,200/month	\$99/month
Contract Term	2-3 Years	Unknown	Annual or month-to-month

Source: Adapted from a presentation by Matt Sayre, 2015

Next Steps:

- Grow the municipal broadband network which would bring world-class Internet products and services to all of downtown.
- The network needs to connect Eugene to competitive Internet markets that exist in Portland and San Jose.

Supported by: Chair Matt Sayre (Director, Technical Association of Oregon (TAO) Eugene), Todd Edman (CEO Lunar Logic), Kelli Weese (City Recorder, City of Florence), Milo Mecham (Principal Planner, LCOG), Denny Braud (Community Development Division Manager, City of Eugene), Anne Fifield (Economic Development Planner, City of Eugene), Dave Hauser (Director, Eugene Chamber), Daniele McCallum (Program Supervisor, Technology Services Lane ESD), Glenda Poling/Sarah Case (Lane County Economic Development), Dean Ahlsten (EWEB), Bill Schuetz (LCC – IT Dept/CIO), Dave Oatman (LCC – Tech Division), Chris Pryor (Eugene City Councilor), Sean Stevens (Business Oregon, Business Development Officer)

Improving Eugene/Springfield Downtown Image & Safety

Goals:

- Improve Eugene and Springfield Downtown Areas to be more attractive, better functioning and safer for tech industry people. The area has seen rapid growth, adding almost 2,000 new residents in 2014.
- Insuring that Downtown is mixed use space- retail, housing and office space. 24 hour presence = safety
- Event programming to enhance cultural diversity in the community- a need for more private participation
- Entertainment venues, attracts more residents

Improving Eugene/Springfield Downtown Image & Safety Accomplishments:

- Downtown redevelopment that includes filling vacant spaces with new retail, housing and vibrant community hubs. Example: City purchased centrally located Broadway Commerce Center- creating space for organic connections between creative people, building vital community through city planning and fostering safer streets by promoting activity.
- Downtown lighting project
- Pedestrian activities, Café Seating
- Walk your Wheels campaign
- Increased police presence
- New merchant association

Supported by: Co-Chairs Denny Braud (Community Development Division Manager, City of Eugene) and Dave Hauser (Director, Eugene Chamber), Jon Ruiz (City Manager, City of Eugene), Anne Fifield (Economic Development Planner, City of Eugene), John Tamalonis (Community & Economic Development Manager, City of Springfield), Courtney Griesel (Senior Economic Development Analyst, City of Springfield), Garrett Dunlavey (Downtown Eugene Economic Development (DEED) and Founder, Third Ocean)

Improving Air Travel Options In and Out of the Region

Goal:

- Arrange for a non-stop flight from Eugene, Oregon to San Jose, California. This initiative was identified as a key logistical concern by tech industry employers early on. Because the Silicon Valley in California is still a central hub for tech employers, it was deemed necessary to make air travel between Eugene and San Jose easier and quicker for commuters.

Achievement:

- Thanks to efforts by the Response Team, Dave Hauser engaged in negotiations with Alaska Airlines to secure a regular flight that could fill this need. Starting on November 5th 2015, non-stop air service between these two key tech destinations was made available by Alaska Airline's sister company, Horizon Airlines. This logistical solution has strengthened Lane County's position as a convenient location for tech companies to locate.

Supported by: Chair Dave Hauser (Director, Eugene Chamber), Cathryn Stephens (Director of Eugene Airport), City of Eugene

Branding and Marketing of Lane County

Goals:

- Promote greater awareness of Lane County's tech industry locally, regionally and nationally in an effort to support business retention and expansion by creating a framework of media tools that can be shared internally and publically about the successes of regional companies.

Branding and Marketing of Lane County Goals continued:

- This Collaborative Response Team will utilize and support efforts through social media, local writers/ media outlets, and local companies with PR outlets, to share the county’s unique community and geographic resources which support employee quality of life and employer goals for success and growth.
- Strategies include; highlighting local companies in the context of tech trends nationally, approaching media and advertisers to encourage paid/unpaid coverage of local accomplishments, produce testimonials and case studies to be used by the City, Chamber and other organizations as community outreach tools, and develop a website to be used as a central site to share information publicly.

Achievements:

- At the time of this summary in June of 2015, Lane County Tech Collaborative has already been featured in two major media stories (‘Tech Industry Undertakes Effort to Improve Schools’ May 2015 and ‘Faster Fiber’ June 14th 2015 -The Register Guard articles).

Supported by: Chair Kari Westlund (Executive Director, Travel Lane County), Joe Maruschak (Director, RAIN Eugene), Matt Sayre (Executive Director, TAO Eugene), Dave Hauser (Director, Eugene Chamber), Todd Edman (CEO Lunar Logic), Anne Fijfield (Economic Development Planner, City of Eugene), Denny Braud (Community Development Division Manager, City of Eugene), Jon Ruiz (City Manager, City of Eugene), John Tamalonis (Community & Economic Development Manager, City of Springfield), Courtney Griesel (Senior Economic Development Analyst, City of Springfield), Kim Thompson (Workforce Analyst OED), Brian Rooney (Regional Economist, OED)

Lane County Sector Strategy Team Awarded Large Grant

Because of these notable achievements and because of collective effort, in June 2015 Lane County Sector Strategy Team was awarded a share of the federal ‘Sector Partnership National Emergency Grant Program’. Oregon was granted over \$6 million dollars to use sector strategy to strengthen their regional workforce and Lane County was one of four counties to receive a share of these funds. “Together, we are more competitive with grant proposals. When our proposals are reviewed they see that we already have the teams, we have the industry leaders, we have the boots on the ground, ready to use funds to achieve real objectives”, said Payne, “Our accomplishments were recognized and now we can use these funds as we move forward.” The Lane County Tech Collaborative and its Response Teams have proven to be an effect method to achieve tangible goals and the Sector Strategy Team is already planning to replicate this model with other important industries in Lane County.

Target Populations:

50+ population:

- LWP has applied and received grants from AARP Foundation to specifically work with 50+ skill upgrade and employment.

Offender reentry:

- Applied for a federal Department of Labor LEAP II grant that would expand the Workforce Center into the local jail along with having a bridge to a specialized center in the community. LWP is in negotiations to assist the local reentry program with enhancing their existing workforce center specializing in second chance employment.

Teen parents:

- Partnering with DHS to offer Summer Work Experience to teen parents in Lane County.

High Risk Youths/Foster care Youth:

- Building a work experience program to place fostercare youth in paid work experiences for the summer.
- Building CTE programs in all of the area high school and introducing industry recognized curriculum to the schools.
- On-site business visits for students and facilitating internships for students with specific industries.
- Youth Job Fairs for summer employment along with intern opportunities.
- Youth resource fairs to assist with connecting youth to services in the community.
- The “Future Workforce Series” which takes educators out to businesses for firsthand knowledge of employer needs.

Entrepreneurs:

- Invested in pre-accelerator training for entrepreneurs to vet and develop business skills.
- Invested in RAIN (Regional Accelerator Innovation Network) to assist with bringing ideas to market.

Women:

- Working with agencies and businesses to break down barriers for working mothers and discrimination.

Minorities:

- Reaching out to underserved minority groups and bringing services to the communities where they live.

Veterans:

- Specialized job fairs as well as working with local and state vet reps to wrap services around the veteran and their family.

People with disabilities:

- Working closer with the Office of Vocational Rehabilitation to add their customers into the Talent Pool through the WorkSource Center.
- Finding better ways to share customer information and warm hand off referrals.

Rural Communities:

- Added three elected officials from rural communities to the Executive Board
- Sponsoring specialized trainings in rural areas
- Set up NCRC testing sites in rural areas;
- Reaching out to employers in rural areas with OJT opportunities and classroom training opportunities;
- Sponsoring entrepreneurial pre-accelerator training in Florence and Cottage Grove.

3.12 Identify and describe the strategies and services that are and/or will be used to:

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies
- B. Support a local workforce development system described in 3.2 that meets the needs of businesses
- C. Better coordinate workforce development programs with economic development partners and programs
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1. [WIOA Sec. 108(b)(4)(A&B)]

WorkSource Lane facilitates a very active business services team that offers services to businesses of all sizes in Lane County. Businesses use the facility for workforce needs along with job listing, talent pool job referrals, and a robust On-The-Job Training program. (See 1.4 Attachment C – Lane Workforce Partnership Workforce System Year-End Performance Report)

3.13 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding and state general funds to support the local workforce development system? Briefly describe the funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, does it have future plans to pursue them?

Lane Workforce Partnership is continually exploring funding opportunities outside of WIOA Title I funding and state general funds to support our local workforce development system. In the past year these funding sources included Bank of America, AARP Foundation, and funds from the Lane County Economic Development Department. These outside funding opportunities allow us to provide additional workforce services in Lane County.

As a result of receiving a \$200,000 grant from the AARP Foundation, Lane Workforce Partnership invested in a customized training program for individuals age 50+ focused on preparation for entry-level careers in the financial services industry. A total of 75 individuals benefited from the program.

The Regional Innovation Training Funds program was created in partnership with the Lane County Community and Economic Development Department. The Innovation Training Funds address the critical need to invest in human capital, support innovative talent, and bring new technologies to market in the region. 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. Over the last two years, Lane Workforce Partnership and Lane County's Community and Economic Development Department invested a combined \$225,000 towards this training fund. To date, six projects have been funded in Lane County each of which has created new jobs or new businesses.

Section 4: Program Design and Evaluation

Please answer the following questions of Section 4 in 12 pages or less. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners. The local board is not required to complete the questions shaded in gray at this time.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

Through a partnership with the Lane Independent Living Alliance (LILA), we are able to offer expanded services to individuals with disabilities. In the current program year, the Lane Workforce Partnership Board invested \$1.8 million dollars in core programs at WorkSource Lane. The LWP Board, board staff, and WorkSource Lane as a whole continue to strive to reach out to underserved populations. The Board continues to evaluate WorkSource Lane's demographic and characteristic data to brainstorm strategies to offer workforce services to populations that without additional focus and attention could go underserved. Board staff is working very closely with basic service agencies such as the Homeless and Poverty Board along with United Way to assist with basic needs that are barriers to employment. See section 3.11 for strategies and current practices.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. See Local Plan References and Resources. [WIOA Sec. 108(b)(3)]

LWP will continue to partner with Lane Community College (LCC) for career pathways. Both LWP and LCC have a vested interest in the creation of education and training programs that offer multiple entry and exit points. LCC currently has a successful apprenticeship program and continues to develop curriculum for industry recognized credentials, certificates, and degrees, as well as non-credit training certificates. The Board will continue to convene industry partners to participate in the development of career pathway programs.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

WorkSource Lane is the hub for workforce service delivery in Lane County. Partners delivering services through WorkSource include: WIOA Service Provider, Oregon Employment Department, Lane Community College (WIOA Title II), Vocational Rehabilitation, Experience Works (WIOA Title V), Veterans Services, and LILA. Individuals accessing services at WorkSource Lane are co-enrolled in employment and training services. Staff are cross-trained to understand the delivery of partner services in an effort to maximize efficiencies and the use of resources.

4.4 Describe board actions to become and/or remain a high-performing board, consistent with the factors developed by the Oregon Workforce Investment Board. These factors have not been determined but will include effectiveness and continuous improvement criteria for local boards to assess one-stop centers, guidance on one-stop center infrastructure funds, and roles and contributions of one-stop partners. See Local Plan References and Resources. [WIOA Sec. 108(b)(18)]

Still to be determined by the State.

4.5 Describe one-stop delivery system in the local area, consistent with the One-Stop Center Definitions including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

WorkSource Lane is a co-located, integrated workforce system. When the evaluation was completed on the WorkSource Oregon Standards in the local area, WorkSource Lane was 90% in total compliance with the other 10% already being addressed and implemented in the center. The Local Leadership Team continually receives feedback and works to refine services offered by WorkSource Lane. The Board will be developing an RFP for a neutral One-Stop Operator that will ensure the continuous improvement of eligible providers of services, including contracted service providers and programs on the eligible training provider list. The One-Stop-Operator will report to the Workforce Board to ensure that providers meet the employment needs of local employers, workers, and jobseekers.

- B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

Lane Workforce Partnership plans to assist our rural areas by offering more services online, such as an online resume review process which will allow customers to submit resumes for review and feedback from WorkSource Lane staff. In addition, plans are underway to expand workshops and career advising services in rural areas such as Florence and Cottage Grove. Plans are also underway to expand entrepreneurial services in Florence and Cottage Grove through sponsorships and collaborative efforts with RAIN (Regional Accelerator and Innovation Network) and FertiLab.

- C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. See Local Plan References and Resources. [WIOA Sec. 108(b)(6)(C)]

WorkSource Lane continues to participate in the State's Universal Access Group which evaluates and assesses the needs of the centers across the state, by having adaptive equipment and staff trained in meeting the special needs of customers. LWP continues to support Lane Independent Living Alliance, a private non-profit organization working with individuals with physical, mental, cognitive, and sensory disabilities in Lane County. After the funding for a center navigator ended, LWP continued to support the use of a disability navigator at the center who is able to assist staff and customers with special needs.

- D. Describe the roles and resource contributions of the one-stop partners by providing a summary of the area's memorandum of understanding (and resource sharing agreements, if such documents are used). [WIOA Sec. 108(b)(6)(D)]

Since 2000, the Lane Workforce Partnership Board has had an MOU in place that includes the consortium of agencies that make up WorkSource Lane. The parties in the consortium include: The Department of Human Services, Vocational Rehabilitation, Oregon Employment Department, Lane Community College, Lane Workforce Partnership, and Experience Works. Lane Workforce Partnership will be updating the MOU with the implementation of WIOA and the WorkSource Oregon Standards.

- E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

In November 2015, WorkSource Lane was re-designed to be a more customer centered service delivery model. Staff were also trained in the use of Surface Pro tablets to quickly check-in and provide service to customers. WorkSource Lane is working with the State of Oregon to address the issue of data sharing across multiple workforce agencies. LWP would like to use one system to track customer services, business services, and Workforce investments. At this time we are using I-Trac to track WIOA services. Eight years ago (when we integrated), we were told that we would use one system (at the very least between Wagner Peyser and WIOA Title 1). The State has failed to make this mandatory for the agencies. We have gone through cross training on I-Trac, WOMIS, and I-Match Skills. The continual use of three systems makes service tracking sporadic and/or tenuous with dual data entry. WorkSource Lane is preparing to use I-Trac to track and manage a talent pool but there are still data fields that need to be entered into I-Match Skills to meet Employment Department reporting requirements. LWP is very aware of the time and effort it takes to change data systems. It is advantageous to all of the agencies to have one data system where all services were recorded and tracked.

4.6 Consistent with the Guidance Letter on Minimum Training Expenditures, describe how the board plans to implement the occupational skill development expenditure minimum.

Clearly state whether the local board will:

- A. Expend a minimum 25% of WIOA funding under the local board's direct control on occupational skill development.
- OR
- B. Use an alternative formula that includes other income beyond WIOA funding to meet the minimum 25% expenditure minimum. Provide a description of other income it would like to include in calculating the expenditure minimum.

Upon review of expenditures within the WIA program for the last three years, the expenditure of WIA training funds exceeded the 25% amount consistent with the OWIB Guidance Letter. The Lane Workforce Partnership has added the training expenditure minimum of 25% to the current WIOA adult services program contract. The Board will continue to monitor and set enrollment, funding, and performance goals around the use of WIOA funds. Historically, the Board has placed a high priority on training funds and has exceeded the 25% minimum. In fact, in the 2014-15 program year, 68% of the local Board WIOA budget was expended on community training investments.

4.7 Describe the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)]

WorkSource Lane has used a scholarship process for the last five years and continues to use an application and scholarship award process. The scholarship packet gives the staff the opportunity to assess the job and training readiness of the customer along with the labor market outlook in the area. In addition, staff utilizes the National Career Readiness Certificate (NCRC) to assess the educational level of the customer for success in a training program. Priorities for scholarships are given to veterans and to the local area targeted sectors. Furthermore, the staff assesses the financial need along with the likelihood of successful completion of the training program. WorkSource Lane staff works to align the customer's preferred training facility with their training plan and financial resources to ensure a successful completion and job placement.

4.8 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. See Local Plan References and Resources. [WIOA Sec. 108(b)(19)]

WorkSource Lane staff work with each customer to create an individual employment plan. Staff explain the available training options as well as the financial resources available to support the individual in the pursuit of a new career. (See 4.8 Attachment – WIOA Scholarship Application 2015 - 2016)

4.9 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

WorkSource Staff stay current with local economic and workforce trends through a variety of avenues: involvement in sector strategy work, regular access to updates on the website, the local State-of-the-Workforce report, etc. As part of the local scholarship process, a labor market analysis is completed and used as the basis for WIOA funding. The scholarships are targeted to eligible adults and dislocated workers who have demonstrated that they do not have the education or transferable skills to earn self-sufficient wages. Training scholarships may be provided to individuals who meet the following criteria:

- Determined eligible to receive WIOA funds (through automated eligibility system)
- Earned a National Career Readiness Certificate (NCRC)
- Completed the WIOA Scholarship Application
- Demonstrated knowledge of the chosen training occupation
- Documented the opportunity to earn higher wages in the new occupation
- Documented the ability to financially complete training if WIOA funds do not fully cover the entire cost of the training program

The on-going shaping of services offered at the center based on local business input and feedback develops a cohesive working relationship between program and business.

4.10 Describe how rapid response activities are coordinated and carried out in the local area. See Local Plan References and Resources. [WIOA Sec. 108(b)(8)]

The Local Workforce Board acts as a conduit for businesses and funding sources for businesses that find themselves in need of Rapid Response activities. As part of the WIOA program contract, the Board has contracted for rapid response from the current program provider. Rapid response is a service delivered to Lane County businesses that have provided notification of a lay-off or closure. Services vary depending on the type of lay-off, the number of individuals affected, and the time made available to deliver services.

The following describes the sequence of Pre-Layoff/Rapid Response activities that may be provided:

1. Initial Notification of Layoff or Closure: The pre-layoff process begins when the DW Unit local or state liaison receives a formal WARN notice or similar information through informal channels (e.g., a phone call or newspaper article). State and local DW Staff will make contact and share information of layoff/closure via phone or email with state or local partners.
2. Initial On-Site Meeting with Company Representative and Worker Representative: The goal is to complete the investigation and be onsite with the company within 48 hours, where practical.

3. Transition Team: If time allows and staff are notified prior to the lay-off or closure, a transition team should be established to assist in the delivery of re-employment/transitional services. The transition team should be comprised of:
 - Employer representative(s)
 - Employee representative(s)
 - Local and/or State Liaison(s)
 - Union representative and/or Labor Liaison (if applicable)
4. Employee Survey: A survey of the workers is conducted to obtain their direct input concerning the types of services they would like to see made available.
5. Employee Information session: Ideally, members of the Local DW and/or the State DW Unit coordinate these sessions at the worksite.
6. Pre-Layoff Services Planning: Information gathered from employees, company management, and the union (if applicable) will determine the plan for services to affected workers.
7. Employer Feedback: Follow up

Section 5: Compliance

Please answer the following questions of Section 5 in 12 pages or less. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

5.1 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

Currently Lane Workforce Partnership is in contract until June 31, 2016 with Lane County Health and Human Services for WIOA Adult and Dislocated Worker formula funded program services. LWP will be releasing a request for proposal for Adult/DW formula funded services in February 2016 and will have a contractor selected and in contract for services by July 1, 2016. LWP requested proposals from Youth Program contractors in April 2015 (See 5.1 Attachment – Youth RFP and Scoring for the process used in the selection of seven youth contractors for the Lane County area). The current WIOA Youth contractors are Springfield School District, Bethel School District, Pleasant Hill School District, Marcola School District, Southern Lane County School Districts, Department of Human Services Youth Services, and Looking Glass. All seven contractors are in contract to serve in and out of school youth and the WIA contractors are working towards the WIOA stated service strategy of 75% Out of School and 25% In-School.

5.2 Provide an organization chart as Attachment A that depicts a clear separation of duties between the board and service provision.

See 5.2 Attachment – LWP Board Structure and Service Providers

5.3 Provide the completed Local Board Membership Roster form included in Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment B. See Local Plan References and Resources.

See 5.3 Attachment – Local Workforce Development Board Membership

5.4 Provide the policy and process for nomination and appointment of board members demonstrating compliance with Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment C.

See 5.4 Attachment A – Board Membership Application; 5.4 Attachment B – Lane Workforce Partnership By-Laws; 5.4 Attachment C – Nomination and Appointment of Board Members

5.5 Provide the completed Local Workforce Development Board Certification Request form included in Oregon draft policy WIOA 107(c) – Appointment and Certification of Local Workforce Development Board as Attachment D. See Local Plan References and Resources.

See 5.5 Attachment A – Appointment and Certification of Local Workforce Development Board and 5.5 Attachment B – Signed Board Certification Letter

5.6 Provide the name, organization, and contact information of the designated equal opportunity officer for WIOA within the local area.

Sue Thompson, Lane Workforce Partnership, Director of Workforce Investments, 541-255-8116

5.7 Identify the entity responsible for the disbursement of grant funds. See Local Plan References and Resources. [WIOA Sec. 108(b)(15)]

Lane Workforce Partnership has been designated by the Local Chief Elected Official as the fiscal agent for Lane County.

5.8 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

State of Oregon - Department of Community Colleges and Workforce Development

Performance Targets for PY 2015

Population	Measure	Lane County
Adult	Average Earnings	\$12,900.0
Adult	Employment Retention Rate	83.6%
Adult	Entered Employment Rate	57.6%
Dislocated Worker	Average Earnings	\$13,090.0
Dislocated Worker	Employment Retention Rate	84.0%
Dislocated Worker	Entered Employment Rate	59.0%
Youth (14-21)	Attainment of a Degree or Certificate	83.0%
Youth (14-21)	Literacy and Numeracy Gains	53.0%
Youth (14-21)	Placement in Employment or Education	77.0%

5.9 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

The LWP Board bi-annually reviews the Workforce Performance report that is a compilation of all the Workforce partners' performance data (see 1.4 Attachment C – LWP Workforce System Year-End Performance Report). The Board uses the report to track and set service strategies for the Workforce System. Lane Workforce Partnership has been appointed as the fiscal agent for the Lane County Workforce Area. The Board relies on the A-133 Circular Single Audit Act to comply with the annual federally compliant audit. This was performed by an independent audit firm that was procured in an open and competitive process in 2013. The audit firm of Jones & Roth annually performs an audit to obtain reasonable assurance about Lane Workforce Partnership's compliance with federal programs requirements. The Board receives an annual monitoring report for both youth program contractors and the adult program contractor. The contract monitoring is to measure compliance programmatically, fiscally, and to review the performance of each contract.

5.10 Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Human Services' Office of Vocational Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

Lane Workforce Partnership is waiting for state cooperative agreements and guidance from the State before moving forward with local cooperative agreements.

5.11 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

Lane Workforce Partnership contracted with a local facilitator to facilitate a day long strategic planning session on October 15, 2015. Through facilitation and data analysis, the Board identified five areas of concerns and goals that they wish to address over the next four years. In addition, the Board plans to regularly review the goals to remain current with the changing economic climate of Lane County. In addition, local businesses, community agencies, educators, labor representatives, and other interested parties commented on the proposed goals and refined the problem statements along with brainstorming solutions, strategies, and performance measurements. The goals, strategies, and performance measurements will be used to guide the Board staff in program service provision, scope of work design, contract monitoring, and data analysis. The draft strategic plan was made available for public comment January 13, 2016 – February 11, 2016. The board did not receive any comments that disagreed with the plan.

5.12 State any concerns the board has with ensuring the compliance components listed below are in place prior to July 1, 2016. Copies of documents are not required at this time but may be requested during monitoring.

- Administration of funds
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the Local Elected Officials and the Workforce Development Board
- Local Workforce Development Board Bylaws
- Code of Conduct
- Approved Budget
- Memorandum of Understanding and/or Resource Sharing Agreements, as applicable
- Required policies on the following topics
 - Financial Management including cost allocation plan, internal controls, cash management, receipts of goods, cost reimbursement, inventory and equipment, program income, travel reimbursement, audit requirements and resolution, annual report, property management, debt collection, procurement, allowable costs
 - Program Management including equal opportunity for customers, supportive services, needs related payments, file management, eligibility, self-sufficiency criteria, individual training accounts, layoff assistance, priority of services, grievance for eligible training providers list, transitional jobs, stipends, training verification/refunds,
 - Risk Management including records retention and public access, public records requests, monitoring, grievance, incident, disaster recovery plan
 - Board Policies including board appointment, board resolutions, conflict of interest
 - Human Resources including employee classification, benefits, holidays and PTO, recruitment and selection, employee development, discipline, layoffs, terminations, and severance, drug policy, sexual harassment, equal opportunity/non-discrimination
- Professional Services Contract for Staffing/Payroll Services, if applicable
- Contract for I-Trac Data Management System

The Executive Board reviewed the strategic plan at the December 17, 2015 meeting and stated that they did not have any concerns. Documentation of the review and conversation can be found in the December 2015 Executive Board meeting minutes.

5.13 Provide the completed copies of the following local board approval forms:

- State of Concurrence
- Partner Statement of Agreement
- Assurances

WIOA compliant versions of these documents will be posted in the near future.

Awaiting the State's guidance.

**Lane Workforce Partnership
Local Strategic Plan 2016 – 2020
Attachment Index**

- 1.1 – Attachment A: State of the Workforce Report
- 1.1 – Attachment B: Local Strategic Planning Data
- 1.2 – Attachment A: State of the Workforce Report (see 1.1 Attachment A)
- 1.2 – Attachment B: Local Strategic Planning Data (see 1.1 Attachment B)
- 1.2 – Attachment C: ALICE Report
- 1.3 – State of the Workforce Report (see 1.1 Attachment A)
- 1.4 – Attachment A: Lane WorkSource Workshop Schedule Dec. 2015
- 1.4 – Attachment B: Regional Innovation Training Funds RFP
- 1.4 – Attachment C: Lane Workforce Partnership Workforce System Year-End Performance Report
- 1.4 – Attachment D: Strategies for Implementing OJT Simply and Effectively
- 1.4 – Attachment E: Adult and Youth Investments
- 1.5 – Attachment A: Youth Needs Assistance
- 1.5 – Attachment B: Lane County Youth Unemployment Rates
- 2.4 – Performance Targets for 2015 Lane County
- 3.8 – LWP Support Services Policy
- 3.9 – Workforce Boards as Sector Intermediaries
- 4.8 – WIOA Scholarship Application
- 5.1 – Youth RFP and Scoring
- 5.2 – LWP Board Structure and Service Providers
- 5.3 – Local Workforce Development Board Membership
- 5.4 – Attachment A: Board Membership Application
- 5.4 – Attachment B: Lane Workforce Partnership By-Laws
- 5.4 – Attachment C: Nomination and Appointment of Board Members
- 5.5 – Attachment A: Appointment and Certification of Local Workforce Development Board
- 5.5 – Attachment B: Signed Board Certification Letter
- 5.9 – Lane Workforce Partnership Workforce System Year-End Performance Report (see 1.4 Attachment C)