



LANE WORKFORCE
P A R T N E R S H I P

Workforce Innovation and Opportunity Act

Local Plan

Lane County

Submitted by

Lane Workforce Partnership

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Strategic Portion

Section 1: Vision and Leadership

It is expected that Section 1 responses will be greatly influenced by the members of the local workforce development board and other community stakeholders. Further, it is expected that there will be strong alignment with the current WTDB Strategic Plan and Joint Priority Setting.

Please answer the questions in Section 1 in eight (8) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as links and/or attachments.

Strategic Vision and Goals

1.1 20 CFR 679.560(a)(5): Strategic Vision and Goals

- A. Provide the local board’s strategic vision and goals for its local workforce system;
- B. Describe how the local board’s strategic vision and goals:
 - Support economic growth and economic self-sufficiency (as defined) in the local area;
 - Prepare an educated and skilled workforce for work or to attain employment including youth and individuals with barriers to employment in the local area; and
 - Provide performance accountability in the local area including WIOA primary indicators of performance.

1.1 A.

Lane Workforce Partnership’s mission is to *“Meet the workforce needs of employers and individuals through partnerships and innovation.”* Our vision for the region is *“Lane County will have a trained workforce and individuals will have the knowledge and skills for career success.”*

Lane Workforce Development Board’s Strategic Plan will be provisionally approved on 2/22/24 and final adoption of the Strategic Plan may require modifications to the Local Plan. The Workforce Board’s Provisional Strategic Plan for 2024 – 2028 goals are:

- 1) Increase awareness and use of the workforce system.
- 2) Embrace transparency & accountability
- 3) Create strategic alignment and innovative collaboration among public & private partners and businesses.
- 4) Advance equitable prosperity through an inclusive workforce, overcoming barriers to workforce participation.

1.1 B.

Why these goals are important to Lane County:

Goal 1 - Increase awareness and use of the workforce system: Increased awareness and participation optimize use of the system and its partners effectiveness as a crucial resource for responsive and positive outcomes in education, employment, and economic advancement.

Goal 2 - Embrace transparency & accountability: Fostering a culture of transparency and continuous improvement promotes confidence, drives organizational capacity, and advances an environment that values learning and excellence, resulting in meaningful and sustainable results.

Goal 3 - Create strategic alignment and innovative collaboration among public and private partners and businesses: Harnessing collective strength and available resources better meets pragmatic workforce needs and is a strategic enabler to address complex challenges, expose new opportunities, enhance efficiency, and create lasting impacts.

Goal 4 - Advance equitable prosperity through an inclusive workforce, overcoming barriers to workforce participation: Prioritizing workforce equity unlocks opportunities and reveals diverse talents, educating an innovative, dynamic workforce for long lasting sustenance for individuals, businesses, and community.

As evidenced throughout Lane Workforce Partnership's Local Plan, the Local Board's Strategic Plan goals and objectives are designed to support the economic growth and self-sufficiency of Lane County residents. This will be accomplished by increasing access to all communities to support the development of a prepared, educated, and skilled workforce. The goals are designed to remove access barriers, increase alignment of the public workforce service delivery system, support employment in good jobs that pay family sustaining wages, and continuously improve the impact of our investments in Lane County. The Local Workforce Development Board strives to be a high-performing local area and is dedicated to performance accountability and transparency.

The board, local leaders, and community members believe that the goals and strategies identified in the strategic plan will assist our local area in achieving the negotiated federal performance measures. The local goals were designed in alignment with the challenges described by community partners. The alignment, and the continued commitment to work collaboratively, has demonstrated positive impacts and benefits to all populations served. Lane Workforce Partnership (LWP) has consistently demonstrated exceptional federal performance achievement through proper contract management, program design, and collaborative service delivery. In times when challenges are faced in meeting negotiated performance on one of the core measures, LWP develops and deploys a plan of action for improvement.

WIOA is designed to help jobseekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Lane Workforce Partnership focuses on operational goals centered on skill development and employment, aiming to prepare individuals for competitive opportunities in high-demand occupations within Lane County.

Business services staff continuously work with the business community to remain aware of evolving needs. In 2019, the Regional Business Services Team was formed to leverage this collective knowledge, reduce duplication in business services, and increase efficiency. These efforts are designed to help all partners reach the core accountability measures as set forth in WIOA.

WorkSource Oregon Lane is the hub for all workforce activities (both businesses and jobseekers), which provide a more cohesive approach to economic stability in Lane County. It is understood that to grow economic stability, there needs to be an inclusive, collective approach with common goals and co-reporting of data. This allows agencies to accomplish our collective and individual goals. As demonstrated in the co-enrollment efforts at the WorkSource center, when everyone works together, performance measures are met and exceeded.

1.2 WTDB 2023-2024 Strategic Plan Alignment (Oregon Requirement)

Describe how the local board's vision and goals align with and/or supports the vision, mission, and imperatives of the Oregon Workforce and Talent Development Board (WTDB):

The WTDB approved their [2023-2024 Strategic Plan](#) in March 2023.

Vision

Equitable Prosperity for All Oregonians

Mission

Advance Oregon through education, training, jobs and careers by empowering people and employers.

Imperatives

- An inclusive workforce system that advances equitable prosperity.
- Clear understanding of and improved use and impact of the workforce system.
- The WTDB is embraced by the Governor as an accountable convener, empowered facilitator and informed advisor.
- Strategic and close alignment between education, economic development, and workforce development, including public and private partners.

1.2

A safe, healthy, and thriving economy is important to the leaders in Lane County. The Lane Workforce Partnership strategic plan aligns with this overarching vision. To that end, each of the goals identified by LWP aim to support the Oregon Workforce and Talent Development Board's (WTDB) vision and mission. WTDB's vision, "Equitable Prosperity for All Oregonians" is supported by each of LWP's goals.

Lane Workforce Partnership convened stakeholders across Lane County to inform the development of their 2024 – 2028 Strategic Plan with the goal of identifying items that are working well in our communities as well as workforce challenges in each region. Focus group sessions were held in three rural communities and two urban communities. The Workforce Board then used the information provided by the community to identify the pressing challenges in our region, which informed the Board's priority focus areas for the coming years.

As evidenced below, there is close alignment between the WTDB's imperatives and LWP's Goals and Objectives for the 2024 – 2028 period.

WTDB Imperative 1:

"An inclusive workforce system that advances equitable prosperity" mirrors LWP Goal to "Advance equitable prosperity through an inclusive workforce, overcoming barriers to workforce participation."

In Lane County, despite the growing diversity of the workforce, significant barriers to equal employment and wage disparities exist by race and ethnicity. Non-Hispanic white workers make up larger than average parts of the workforce in the top eight (8) industries that pay the highest average monthly wages, while workers of color are more represented in four (4) of the six (6) lowest paid industries in Lane County (data from the U.S. Census Bureau's Quarterly Workforce Indicators). Those residing in rural communities experience the most difficulties

in accessing services as well as jobs that pay well and therefore make up a larger percentage of the overall population living at or below the federal poverty level.

To address these pressing challenges, LWP's objectives are to:

- 1) Increase diverse access and participation in all public workforce systems through targeted inclusivity initiatives. and
- 2) Operationalize the LWP equity lens on 100% of LWP investments and initiatives.

WTDB Imperatives 2 and 4:

“Clear understanding of and improved use and impact of the workforce system” and “Strategic and close alignment between education, economic development, and workforce development, including public and private partners” align with LWP goals to “Increase awareness and use of the workforce system” and “Create strategic alignment and innovative collaboration among public & private partners and business.”

The challenges we face, which lead to these two priority focus areas, are a result of critical workforce development legislation that has not been reauthorized by Congress, specifically the Trade Act and the Workforce Innovation and Opportunity Act programs; antiquated wage and hour regulations that create barriers to flexible workplace scheduling that would meet the needs of employees as well as the business needs of employers; and age restrictions which place barriers to training and employment of youth and young adults. Couple these regulatory challenges with the fact that the Workforce Service Delivery System and all it has to offer to the community is not well known amongst both businesses and job seekers.

LWP's objectives to accomplish these goals are to:

Increase awareness and use of the workforce system objectives:

- 1) Create awareness of workforce system services
- 2) Simplify navigation of the workforce system; reducing barriers to access and use
- 3) Create more robust youth career pathway pipeline awareness across all sectors

Create strategic alignment and innovative collaboration among public & private partners and businesses objectives:

- 1) Influence the regulatory environment to align with the 21st century workforce.
- 2) Adopt a list of essential employability skills (EES), define the skill, and determine how attainment is measured.
- 3) Incorporate the Voice of Business in the workforce development conversation.

LWP's goal to “Embrace transparency & accountability” creates alignment across each of the WTDB's imperatives, as well as supporting a transparent workforce system in Lane County.

In listening sessions at the local level, as well as clearly hearing what Oregon's legislators are asking of the system, it is apparent there is a perception that the workforce service delivery system does not meet expectations. Performance accountability and transparency needs to be communicated clearly and broadly.

The workforce service delivery system should communicate its collective stories, highlighting the high quality of work and the positive impact on the communities it serves.

To address this, the objectives for LWP’s goal “embrace transparency & accountability” are:

- 1) Transform the WorkSource Oregon service delivery to fit expected future needs of job seekers and employers to adjust to trends and technological changes.
- 2) Prepare for data alignment for shared state/local performance score cards.

1.3 Joint Priority Setting (Oregon Requirement)

Describe how the local board’s goals, strategies, programs, and projects align with and will contribute to achieving the priorities established in September 2023 through Joint Priority Setting:

- Concretely improve the connection between employers and the workforce system consistent with economic development priorities.
- Concretely deepen the integration of K-12 education in the entire workforce system.
- Improve workforce system impact by investing new and existing targeted resources that support work-based learning.
- Advance equity by identifying and closing the largest gaps in participant access to education, training, and job placement services.
- Complete necessary steps to align data in the WSO System to result in shared state and local performance reports/scorecards.

1.3

Lane Workforce Partnership’s operations align with each of WTDB joint priorities established in September 2023 as follows:

Concretely improve the connection between employers and the workforce system consistent with economic development priorities is accomplished through the robust Industry Sector Partnerships in Lane County. LWP launched the first industry sector partnership in 2015 in response to the needs of the tech industry. The collaborative achievements of this partnership were so successful that LWP has since replicated the model for four additional Industry Sector Partnerships and is poised to launch two more.

Concretely deepen the integration of K-12 education in the entire workforce system: As demonstrated in the section on youth workforce services below, LWP has meaningful connections to K-12 education. LWP’s flagship project, “Constructing a Brighter Future” connects K-12 Career Technical Education (CTE) with social solutions addressing homelessness in Lane County. (additional information below)

Improve workforce system impact by investing in new and existing targeted resources that support work-based learning: For years, LWP has benefited from highly successful On-the-Job Training and Youth/Young Adult Work Experience programs. In partnership with businesses across the county, these work-based learning opportunities have supported hundreds of adults and youth in learning skills and gaining employment. This past year, LWP expanded work-based learning through the launch of Customized Training Solutions for Businesses. Under Customized Training Solutions for Businesses, LWP encourages public/private partnerships that support training of marginalized populations while at work coupled with social supports that provide stability outside of

the workplace.

Advance equity by identifying and closing the largest gaps in participant access to education, training, and job placement services: Implemented in 2017, LWP's equity lens is based on the notion that everyone has the opportunity to obtain quality, living wage employment or be placed in employment-related training regardless of their national origin, race, gender, sexual orientation, disability, first language, or other distinguishing characteristics. Different approaches to delivery of workforce services may be necessary in order for each customer to achieve success in training or employment.

Complete necessary steps to align data in the WSO System to result in shared state and local performance reports/scorecards: LWP publishes performance reports semiannually, providing updates at both the mid-point and year-end. These reports are inclusive of data from all partners providing services in the WorkSource Oregon Lane service delivery system. While the data is robust, LWP is seeking ways in which it can be more meaningful and aligned to state-wide performance scorecards.

High Performing Board

1.4 20 CFR 679.560(b)(17): High Performing Board

Describe the local board's goals, strategies, programs, and projects as they apply to becoming or remaining a high performing board consistent with the two resources below:

1. In [Building a High-Performing State Workforce Board: A Framework and Strategies for States](#), the National Governor's Association describes a high-performing state workforce board as one that provides leadership to the entire education and workforce system to create sustainable change including three key roles:
 - a. Communicate the Vision for the workforce system;
 - b. Model and manage Strategic Partnerships that achieve the vision; and
 - c. Use data and accountability systems to Keep the System Accountable to the vision.These are not exclusive to state workforce boards.
2. In [A Call to Action for Workforce Development Boards](#), the United States Department of Labor outlines four strategic roles that all high-performing boards will play:
 - a. Strategist: Understanding trends, setting the collective vision.
 - b. Convener: Bring partners together, align services and vision.
 - c. Manager: Design and manage customer-centered service delivery.
 - d. Optimizer: Use data to drive decisions, continuous improvement.

1.4

Lane Workforce Partnership is highly engaged in decisions impacting workforce development in the region. The board members participate in a variety of activities that guide the direction for which they intend staff to proceed. The full board invests time in working together on the goals and strategies of the strategic plan. It is the board's vision that decisions are driven by data and are relevant to the current economic conditions in Lane County. The board intends to drive the success of Lane Workforce Partnership and its funded service providers through strategic investments to build the skills needed by industries that are economic drivers in the local area.

During Program Year 23/24, Lane Workforce Partnership hired the Center for Workforce Excellence International to conduct training on the strategic functions of a high-performing board. All current Workforce

Board members were scheduled to attend the training. The training elements covered:

- Workforce Development Board Member Composition
- Election of Board Chair/Officers
- Maintaining Standing Committees
- Local Plan Development
- Workforce Research and Regional Labor Market Analysis
- Convene, Broker and Leverage Partnerships
- Employer Engagement
- Career Pathways Development
- Proven and Promising Practices
- Technology (accessibility and effectiveness)
- Program Oversight (investment and programmatic outcomes)
- Negotiations of Local Performance Accountability Measures
- Selection of Operators & Providers
- Coordination with Education Providers
- Budget & Administration
- Accessibility for Individuals with Disabilities

As a result of the training, the Workforce Development Board formed two standing committees:

- Workforce Services Operations Committee
- Community Engagement Committee

As demonstrated by their actions, Lane Workforce Development Board member's engagement exemplifies the characteristics of a high-performing workforce board:

- As strategists, the Lane Workforce Development Board:
 - works with Industry Sector Partnerships to identify industry trends and make informed decisions about investments.
 - Collects, reviews, analyzes, and makes public information on the performance of the workforce service delivery system in Lane County through semi-annual reports.
- As a convener, the Lane Workforce Development Board staff:
 - Convenes the Local Leadership Team, whose members include each of the mandatory WIOA partner programs.
 - Conducts the Community Collaborative monthly meeting. Lane County Community Collaborative membership includes over 50 partners from education, economic development, businesses, industry sector strategists, workforce development, and community-based organizations.
 - Works with the One-Stop Operator to facilitate the Regional Business Services Team monthly meeting.
 - Works with the Board's Business Services provider to convene the Industry Sector Strategist's Lead meetings.
 - Convenes two committees of the Workforce Board whose members include board members and community stakeholders.
 - Held multiple community focus group meetings in the development of the 2024 – 2028 Strategic Plan.
- As the manager of the local workforce service delivery system, the newly formed Workforce Services Operations Committee will oversee the implementation of the WorkSource Oregon Standards in Lane's WorkSource Centers as well as a system of continuous process improvement.

- As evidenced by the Workforce Board’s reports, the local board is data driven and focused on continuous improvement. The board’s focus of optimization of the local system is operationalized through the review and analysis of:
 - Mid-Year Workforce System Performance Report
 - Year-End Workforce System Performance Report
 - State of the Workforce Report: Every two years, LWP prepares a comprehensive “State of the Workforce” report. Produced in English and Spanish, this report provides current labor market information specific to economic trends in Lane County. Current labor market intelligence is provided by a regional economist. An analysis and report on LWP-funded employment and training programs is presented in the report. The report is used by LWP to make decisions regarding the efficiency of current investments and where the board is getting a return on those investments, which drive decisions regarding future investments.

Key Definition

Self-Sufficiency: This refers to the [The Self-Sufficiency Standard for Oregon](#) (current version). This measure is aspirational for Oregon and describes how much income families of various sizes and compositions need to make ends meet without public or private assistance in each county in Oregon. The Self-Sufficiency Standard is a measure of income adequacy that is based on the costs of basic needs for working families: housing, child care, food, health care, transportation, and miscellaneous items, as well as the cost of taxes and the impact of tax credits. This varies by family type.

Section 2: Data and Analysis

It is expected that Section 2 include both data and relevant analysis for each local area. Further, it is expected that Questions 2.1 – 2.3 will be a collaborative effort between the local workforce development board and the Oregon Employment Department’s regional economist and workforce analyst stationed in each local area.

Please answer the questions in Section 2 in eight (8) pages or less. Provide a response for all items identified. Please limit the inclusion of tables and charts to those that are critical to your analysis. Reports and/or expanded analysis can be included as links and/or attachments.

Economic and Workforce Analysis

2.1 20 CFR 679.560(a)(1)(i): Economic Analysis – Part 1 Overall

Provide an analysis of the economic conditions in the local area.

2.1

The economy in Lane County has diversified over the past three decades from one that was largely dependent upon the wood products industry to one that is high-tech, forward thinking, environmentally conscious, and diverse. Food product manufacturers have found niches in craft beer and organic products; the tech sector has added firms; the county has grown into a regional health care hub; the bioscience sector is expanding; and state and federal government agencies (including the University of Oregon) have provided stability.

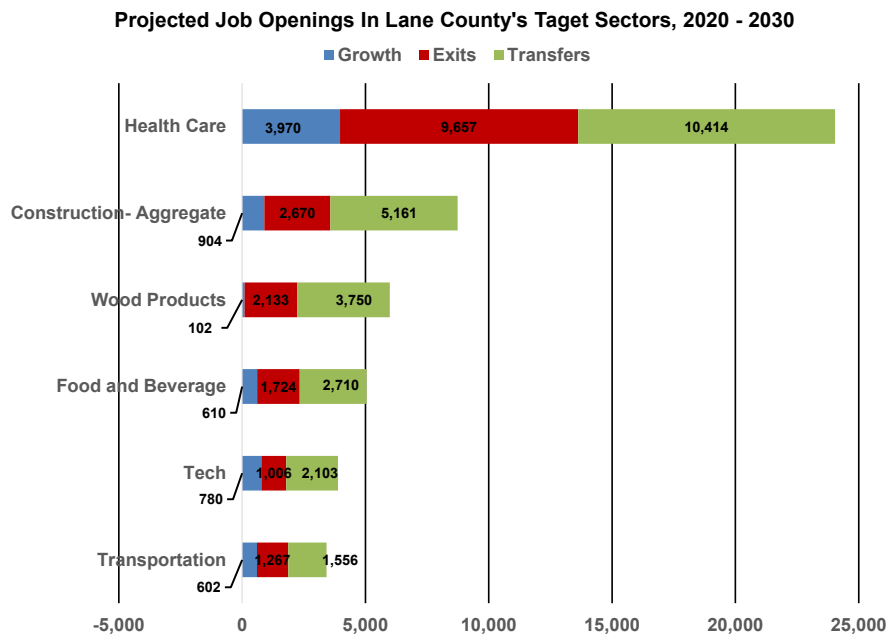
In early 2020, Lane County’s economy was in the midst of the longest expansion in recent history, adding 23,600 jobs (growth of 17 percent) from September 2010 through February 2020.

The growth ended abruptly in March 2020, when the COVID-19 pandemic reached Oregon. Due to people staying home and restrictions on activities with close contact to avoid spreading the virus, economic activity slowed significantly. In Lane County, small job losses experienced in March became major job losses in April. Between February and April, Lane County lost about 26,100 jobs — a drop of 16 percent — while the unemployment rate increased from a record low of 3.5 percent to a record high of 14.0 percent.

All major sectors lost jobs due to the COVID-19 pandemic. The first and most restrictive measures were placed on restaurants and bars, severely impacting the leisure and hospitality industry. The sector lost 8,900 jobs, or slightly more than half of all jobs in the industry. Other service industries, including personal services like hair stylists and gyms, dropped about 20 percent. Health care and social services dropped 10 percent, largely from closures of doctor’s and dentist’s offices. The goods producing industries of construction and durable goods manufacturing were least affected by COVID-19 restrictions, losing about 5 percent each. Food and beverage stores actually increased employment, adding about 2 percent as additional staff for grocery pick-up services needed to be hired.

Since the depth of the COVID-19 recession in April of 2020, Lane County has experienced rapid employment growth. Seasonally adjusted data show Lane County had regained 23,100 jobs by January 2023, or about 89% of the jobs lost during the recession. Since January 2023, however, job growth has slowed. Estimates show that between February and September of 2023 employment varied month to month between 162,000 and 163,000 payroll jobs.

All industry sectors added jobs after the COVID-19 recession. Many have surpassed their prerecession levels. As of February 2023, not seasonally adjusted data show these include financial activities (600), manufacturing (500) and construction (400). However, many industries have yet to reach their pre-pandemic peak including health care and social assistance (-1,600), professional and business services (-900) and local education (-900), which includes the University of Oregon.



and construction (400). However, many industries have yet to reach their pre-pandemic peak including health care and social assistance (-1,600), professional and business services (-900) and local education (-900), which includes the University of Oregon.

Like national trends, employment growth combined with a high level of retirements has caused a tight labor market. Lane County's unemployment rate has dropped back down to near record lows. As of September 2023, the seasonally adjusted unemployment rate was 3.7%.

Since the 1970s, Lane County has experienced a widening wage gap with the U.S. and the rest of Oregon. By 2022, annual average wages in Lane County were 19% lower than the rest of the state. An industry mix made up of lower-paying industries compared to the Portland area explains some of the wage gap between Lane County and the rest of the state. The University of Oregon provides a ready supply of new graduates to fill entry-level professional positions, which contributes to keeping wages low for those occupations due to high competition. Additionally, quality of life factors can cause workers to accept a lower wage to continue living in a desirable area. In Lane County, such factors include less congestion than major metropolitan areas and proximity to outdoor recreation.

Housing costs are lower in Lane County than other areas of Oregon and the west coast, but lower wages make affordability an issue. It's estimated that in 2022 it would take 6.7 years of median income to purchase a home in Lane County compared to 5.8 in the Portland area and 4.7 in the United States.

2.2 20 CFR 679.560(a)(1)(i): Economic Analysis – Part 2 In-Demand Industries

Describe existing and emerging in-demand industry sectors and occupations in the local area.

2.2

In Lane County, spearheaded by Lane Workforce Partnership (LWP), we have strong industry partnerships built within our business community. These industry partners work in alignment to help the workforce system build a strong workforce based on labor market needs. In Lane County, the identified industry sectors are Bioscience, Construction-Aggregate, Creatives, Food and Beverage, Technology, Transportation, and Wood Products. LWP is committed to working with business, industry, and community partners to solve workforce challenges and other

competitive needs. These target industries not only have average to above average wages for Lane County, but they have a large number of forecasted openings as well. Roughly 36 percent of Lane County's high-wage, high-demand jobs in 2020 were in targeted sectors, the largest being health care, construction, and technology. These jobs include software developers and other computer occupations, registered nurses, medical assistants, carpenters, electricians, and heavy truck drivers.

The industries adding the most jobs between the depth of the pandemic recession in April 2020 and April 2023 are also some of the largest. Leisure hospitality, one of the hardest hit during the COVID-19 recession, added 8,300 jobs. Other industries adding a large number of jobs since the recession include professional and business services (1,600), manufacturing (1,400) and health care and social assistance (1,200) and local education (1,100).

Going forward, projections from the Oregon Employment Department for the 2021 - 2031 period show that Lane County employment is expected to grow 12%. The industry adding the most jobs is leisure and hospitality (4,800, 32%) mostly due to recovery from the pandemic recession. Second is health care and social assistance (4,600, 17%) due to an aging and growing population. Trade, transportation, and utilities is a large industry sector that is projected to grow by 2,500 jobs (9%) due to a recovery from the COVID-19 recession in retail trade and demand for transportation services as more people shop online and need products delivered.

In addition to growth openings all industries provide opportunity through replacement openings. Replacement openings are created in two ways. First, through exits when someone leaves the labor force, largely due to retirement. And secondly, through transfers, when someone stays in the labor force and shifts to a different occupation, often through advancement. Some slow growing industries such as wood products have an older workforce and provide opportunity through replacement openings.

In general, in-demand occupations are related to growing industries. Vacancy data from the Oregon Employment Department show that in 2022 many of the most in-demand occupations are in health care and restaurants including personal care aides, nursing assistants, registered nurses, cooks, and food preparation workers. Construction workers like laborers and carpenters are well represented. Truck drivers are needed across industries and have a high level of vacancies.

The 2021 – 2031 projections show that, at the detailed occupational level, the occupations with the most openings largely have lower educational requirements and lower pay. Fast food workers, home health and personal care aids, educational instruction and library workers, registered nurses, and waiters and waitresses are the five occupations with the most job openings. Out of the top 15 occupations adding the most job openings, registered nurses, general and operations managers, and software developers are the exception as high demand occupations with relatively high wages.

2.3 20 CFR 679.560(a)(1)(ii): Employment Needs of Employers

Describe employment needs of employers in the local area in existing and emerging in-demand industry sectors occupations described in 2.1.B.

2.3

Help Wanted Online (HWOL) data provided by Lightcast for January through September 2023 showed more than 33,000 unique postings. While not every job is posted online, this data represents many of the largest occupations in our area with constant needs, which offer vastly different wages at different training levels.

Registered nurses were the most advertised occupation, with retail sales workers and their supervisors, customer service representatives and wholesale and manufacturing sales representatives completing the top 5. Jobs with high volume of advertisements online tended to fit into one of two categories: leisure and hospitality roles that are struggling to replace workers lost in the pandemic recession, or skilled roles in high-growth industries such as construction or healthcare.

Evidence from the Oregon Employment Department's quarterly Job Vacancy Survey also suggests a similar finding with roles such as personal care aides and construction laborers showing large numbers of vacancies throughout the year.

Ten-year job projections (2021-2031) show broad demand for most occupation types. The occupations with the most openings – accounting for growth in a field as well as openings due to replacements such as retirement – tend to show entry-level occupations in the largest industries, especially those with high turnover such as food prep and retail. However, certain specialized but broad-based occupations such as general managers, heavy truck drivers, and registered nurses make the list as well.

The occupations that are growing the fastest in the 10-year time horizon tend towards specialized and emerging careers. Nurse practitioners and physician assistants in the medical field and information security analysts in a variety of fields are examples. The other category of fastest-growing jobs are occupations that were severely impacted by COVID control measures, such as cooks and counter workers.

More specific workforce needs emerge in work within targeted sectors.

Wood product manufacturing, food and beverage, and construction-aggregate require workers who know how to operate specialized machinery and equipment within each field, but also generally skilled workers such as welders, industrial mechanics, forklift operators and shipping and receiving clerks. Many of the most difficult to fill positions for these industry groupings are for general labor, such as construction laborers, manufacturing sales representatives, truck drivers, and material movers, which may need short range specific training. There are also several hard to fill specialized roles, such as carpenters, plumbers, and HVAC installers.

Because of the recent growth trends, and the size of the industry, health care has a tremendous number of roles that are difficult to fill. Personal care aides and nursing assistants are the two positions with the highest number of difficult to fill vacancies in Lane County, which represent the broad base of a growing industry. Specific medical roles requiring longer training, such as RNs, licensed practical nurses, and massage therapists also had many vacancies.

Some overlap exists with the bioscience industry and the previous two categories, such as general maintenance and manufacturing workers. As a locally emerging industry, specialized occupations with in-demand skills are likely to grow rapidly, including life science, health information, forensic science, and biological technicians.

Technology and creative workers in the Lane County economy represent regional strengths in smaller economic subsectors or spread throughout all industries. Data scientists, operation research analysts, information security analysts and software developers are all high-growth occupations that require new skills and training. Creative careers such as web developers, several varieties of drafters, landscape architects, interior designers, and art directors are all projected to have above average growth in the next ten years.

2.4 20 CFR 679.560(a)(2): Knowledge and Skill Requirements

- A. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area; and
- B. Describe specific knowledge and skill requirements needed to meet the employment needs of the employers in in-demand industry sectors and occupations.

2.4 A.

According to Lightcast data, common skills sought by employers in online ads include a number of soft skills and job readiness competencies. Communications, customer service, management, sales, and orientation to details were the top 5 most requested skills.

The most requested specialized skills were merchandising, nursing, auditing, accounting, and marketing. Aside from a valid driver's license, the top requested qualifications were Basic Life Support Certification, Registered Nurse (RN), CPR Certification, Food Handler's Card, and First Aid Certification.

Several basic skills are tied to the largest occupations, such as RNs. However, basic soft skills are in demand across the workforce, and several years of tight labor markets make it more important for job seekers to make the best use of basic skills to obtain employment and meet the needs of employers.

High-wage and high-demand occupations are available across all education levels in Lane County. For many occupations that have typical entry level education at the associate degree level or less, career-specific training or higher educational attainment can be an advantage in the labor market. Specific details for Lane County high-wage, high-demand careers are available at [this link](#).

2.4 B.

Focusing on high-wage and high-demand careers that require entry level education of an associate degree or less, the most demanded general skills and aptitudes fall into three categories: mechanical and construction skills; healthcare customer service; and financial, business, and executive functions.

Mechanical and construction skills, represented by occupations such as heavy truck drivers and carpenters, require the ability to use tools and skill sets to solve problems in a variety of challenging environments. Familiarity with construction tools, building skills, automotive operation, and a general willingness to learn new things and operate independently are in-demand skills for entry into these occupations, although most employers expect to train workers on the job given entry-level requirements are met.

Healthcare, and specifically customer interaction within medicine, is a highly demanded skill within the local labor force. Medical assistants and substance abuse counselors, two examples of large and rapidly expanding occupations, demand workers with medical competence and training but also interpersonal communication skills to help patients feel comfortable with their treatment options.

Business and financial functions, typified by bookkeeping clerks and wholesale sales representatives, are employed across all industries. All major industries are projected to grow in Lane County over the long term, and businesses of all types will continue to require workers with the financial skills to maintain and expand their

markets. The areas of greatest demand will be for aligning mathematical and business skills to the communication and teamwork skills needed to maintain a thriving establishment.

Many of the industry-specific occupations are outlined in the above section. It is difficult to generalize across the diverse range of skill sets required for these jobs, because knowledge of industry specific processes and techniques will vary. However certain competencies such as workflow and project management, general mathematics, problem solving, self-motivation, verbal communication, and teamwork are widely demanded across many occupations. Training programs that emphasize these skills are likely to have more success in connecting jobseekers to successful long-term employment, since these baseline skills are more difficult to train on the job.

2.5 20 CFR 679.560(a)(3): Workforce Analysis

- A. Provide an analysis of the local workforce, including current labor force employment and unemployment data;
- B. Provide information on local labor market trends; and
- C. Describe the educational and skill levels of the local workforce including individuals with barriers to employment.

2.5 A.

Labor force employment recovered from a pandemic low of 149,314 to an all-time high of 176,310 in April 2022. It has since dropped back to 170,930, which is lower than pre-pandemic levels. At the statewide level, self-employment grew during the pandemic and helped labor force employment grow. It has since dropped off and may be a reason for the downward trend in Lane County.

From a recent peak of 14.7% in April 2020 at the depths of the COVID recession, the unemployment rate has dropped rapidly. Pent up demand from the economy reopening and federal stimulus dollars helped increase employment growth. On the supply side, an increase in retirements has limited supply, creating a tight labor market. As of September 2023, the unemployment rate is near record lows at 3.7%. The record low rate for Lane County is 3.5% recorded in December 2019.

The labor force participation rate in Lane County recovered slightly from a low of 55.9% in 2020 to 56.4% in 2022, about the same as the 56.5% recorded in 2019 before the pandemic. In Lane County, the high proportion of population in the 16 to 24 years range due to the University of Oregon causes the LFPR to be historically lower than the statewide rate, which was 62.8 in 2022.

2.5 B.

An aging population and retirements in the Baby Boom generation are one reason for lower labor force participation and unemployment rates. The population aged 60 years and over grew from 17% to 31% between 2000 and 2022. As the population has aged the labor force participation rate has dropped from 66.5% in 2000 to 56.4% in 2022.

As Lane County's labor force has become older it is also becoming more diverse. While the number of total workers grew by 11%, or 12,700 workers, from 2000 to 2023, the rate of change in most races and ethnicities far surpassed that pace. In fact, the number of workers who are Hispanic or Latino or Black or African American in Lane County more than doubled in just over two decades. Asian and Pacific Islander workers, as well as workers

of two or more races, also grew their representation rapidly, by between 50 and 75 percent. Although they remain the largest group of workers in Lane County, there are nearly 3,000 fewer non-Hispanic White workers than in the year 2000. This represents the relatively older age of the non-Hispanic white population, as well as the increasing diversity of the total residential population from which our workers are drawn.

2.5 C

Lane County educational attainment is around the same as the nation for the general population. While Lane has a slightly smaller portion of the population that did not graduate high school, it also has slightly fewer people with a bachelors' degree or higher.

Comparing Lane wages against the nation by occupational group provides some insight where the area has concentrated pools of worker skills and where it lacks them, although this correlation is not necessarily predictive. According to the 2022 [metro area occupational wage estimates](#) released by the Bureau of Labor Statistics, Lane pays a wage premium relative to the nation in careers in health care and natural resources, while professional services, legal, management, and financial careers tend to have a lower average wage.

Because hiring needs – particularly due to replacement, which make up more than 80% of projected job needs – are widespread across industries and occupations, there is demand for workers and training in careers where Lane specializes, as well as where it does not.

Individuals with barriers to employment follow many of the national trends when it comes to local workforce participation, although there are some exceptions. Expanding access to the labor force and career advancement among these populations is a key consideration for workforce expansion and shared prosperity.

Individuals with disabilities in Lane County ([table](#)) have a higher workforce participation rate than the national average. Even though their employment rate and overall participation is lower than it is for Lane County residents without a disability, the local population with a disability has higher educational attainment than the national population with a disability. Despite higher participation, though, this population faces key economic headwinds. In Lane County, people with a disability earn less than their counterparts without a disability (64% of earnings relative to 67% in the U.S.), and people with or without a disability are more likely to live below the federal poverty line, with a greater portion of those with a disability falling in that category.

In addition to the growing diversity of the labor force, and increased importance of creating more equal opportunities for those facing barriers to employment, there is also substantial geographic variation in work opportunity and access across the county. Most of the rural areas, especially those further removed from the Eugene-Springfield economic core, tend to have higher levels of unemployment and fewer high-wage job opportunities.

Priority Populations and Communities

2.6 Priority Populations and Communities (Oregon Requirement)

- A. Based on the Economic and Workforce Analysis, the local area’s demographic data, and the local board’s understanding of local underserved populations and communities, identify and describe the populations and communities that will be prioritized for services in the local area.
- B. Based on this analysis, describe the local investment strategy toward Priority Populations.

2.6 A.

There are three broad categories of disparity that can be targeted by Workforce Development Board programs: rural area support, overcoming demographic inequities, and bridging gaps for those facing special barriers to employment.

Rural areas of Lane face overlapping challenges in workforce development. Lower wage work tends to be available at rural establishments. In addition, rural households, especially those distant from urban areas, tend to have higher unemployment and less access to the types of jobs that cluster in cities, such as health care or professional services.

There are dozens of different axes of demographic inequality when it comes to employment and wages, which are not issues that are unique to Lane County. Several of the major categories are race, ethnicity, age, and sex.

Despite the growing diversity of the workforce, significant barriers to equal employment and wage disparities exist by race and ethnicity. Non-Hispanic white workers make up larger than average parts of the workforce in the top 8 industries that pay the highest average monthly wages, while workers of color are more represented in 4 of the 6 lowest paid industries in Lane County (data from the U.S. Census Bureau’s Quarterly Workforce Indicators).

Age plays a role in access to employment, and changing population structures make addressing different aged workers even more critical. Young workers tend to have higher unemployment in general, especially during recessions, and due to structural factors have pursued fewer job opportunities than previous generations. At the same time, the population past traditional retirement age is growing rapidly and many older workers are extending employment later in life than decades ago. Both are underutilized populations in the workforce across the spectrum of community needs.

With regards to sex, women tend to be underrepresented in certain industries, and especially in certain occupations. Despite slow gains by women in areas like manufacturing and construction, skilled trades and apprenticeable occupations are still dominated by men. Even in industries that have more female than male workers, such as finance and health care, women’s representation in higher-wage or executive occupations tends to decline. While these issues are not unique to Lane County, the Workforce Development Board plays a critical role in creating greater gender equity when it comes to training, education, and access to workforce institutions.

Finally, the workforce development system needs to focus on populations and groups facing special barriers to employment. The justice-involved population, for example, is a group which nationally and historically has faced substantial barriers to employment, although little data is available on local trends. Individuals with disabilities are more likely to be unemployed, not in the labor force, or earning less than the federal poverty level. The foreign-born population is less likely to have educational credentials that are recognized in the U.S., which hampers their ability to connect fully to their labor force potential.

These illustrative examples show how structuring workforce training programs that meet participant needs can both drive economic prosperity and fulfill businesses' need for workers at a time of great labor demand.

2.6 B.

Local investments focus on strategies designed to connect people to work-based learning opportunities while also receiving needed social support. The Workforce Development Board has shifted from investing primarily in Individual Training Accounts (ITAs) to primarily paid Work Experience, Paid Transitional Employment, On-the-Job Training, and Customized Training Solutions. These strategies connect individuals with the workforce, where training is facilitated by partnering businesses, fostering stability through the investments these businesses make in their employees.

Lane Workforce Partnership promotes the development of public/private partnerships between businesses and community-based organizations. These partnerships are instrumental in providing workforce training combined with social supports to our most marginalized community members.

Key Definition

In-Demand: WIOA section 3(23) defines “in-demand industry sector or occupation” as,

- an industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or
- an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.
- The determination of whether an industry sector or occupation is in-demand under this paragraph shall be made by the State board or local board, as appropriate, using State and regional business and labor market projections, including the use of labor market information.

Section 3: Alignment and Improvement

It is expected that Section 3 responses will be based on strategic discussions with the local board, partners in the local area, and business and industry leaders. Further, it is expected that there will be strong alignment with the Economic and Workforce Analysis and Priority Populations and Communities in Section 2.

Please answer the questions in Section 3 in twelve (12) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as links and/or attachments.

Strategic Partnerships and Alignment

3.1 20 CFR 679.560(b)(1)(i): Local Area Programs and Partners

Identify the programs, partners, and providers that are included in the local area's workforce development system. Include both organizations that provide WorkSource Oregon Programs (as defined) and Other Workforce Programs (as defined).

3.1

WorkSource Oregon Lane Local Leadership Team and Partners Providing Services:

- Oregon Employment Department (OED)
 - Employment Services
 - Veterans Services
- Easter Seals of Oregon
- Department of Human Services (DHS)
 - Self-Sufficiency Programs
 - Vocational Rehabilitation (VR)
- Oregon Commission for the Blind
- Lane Community College (LCC)
- Oregon Extension Manufacturing Partnership (OMEP) (One-Stop Operator)
- Lane County Health & Human Services (LCH&HS)

Youth Services Partners

- Connected Lane County (CLC)
- Lane County Education Services District (ESD)

Business Services

- Collaborative Economic Development Oregon (CEDO)

Lane County Community Collaborative – includes over 50 partners from education, economic development, businesses, industry sector strategists, workforce development, and community-based organizations.

3.2 20 CFR 679.560(a)(6): Local Area Program Alignment Strategies

Considering the analysis in Section 2, describe the local board’s strategy to align the WorkSource Oregon and Other Workforce Programs and resources identified in 3.1 to achieve the strategic vision and goals of the local board.

3.2

The Lane County workforce service providers have operated as an integrated workforce service delivery system for many years. The system is led by the Lane’s Local Leadership Team whose members include LWP, DHS, OED, LCC, Lane County H&HS, Easter Seals, and OMEP. The Local Leadership Team ensures the alignment of workforce programs as well as providing oversight in the implementation of the WIOA requirements and the WorkSource Oregon Standards.

As a high-performing Workforce Board, LWP collects and publishes program outcome data provided by system partners twice per year. The report (Semi-Annual and Year-End Program) is a compilation of program outcomes and information on services provided throughout Lane’s Workforce Service Delivery System and is inclusive of all partner programs.

3.3 20 CFR 679.560(b)(1)(ii) and (b)(9): Coordination with Education

Building off the response in 3.2, describe how the local board will coordinate relevant secondary and postsecondary education programs and activities in the local area including, but not limited to, Essential Employability Skills (as defined) and Career and Technical Education (CTE) [Programs of Study](#) to coordinate strategies, enhance services, and avoid duplication of services.

3.3

LWP staff participate on various boards and committees to connect workforce activities with secondary and post-secondary education programs.

- Lane Workforce Development Board members include:
 - Title II staff from Lane Community College
 - Lane Educational Service District
- LWP Executive Director is an elected member of the Bethel School District Board.

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. Board members are called to action which allows staff to capitalize on their individual efforts to support and further the goals of the board and the community at large.

The following chart shows just some of the boards and committees in which the staff participate, but the list grows considerably when you include board members and partner agencies.

Secondary School Projects	K-12 & Post-Secondary Projects
Reginal Advisory Committees	Lane Community College/Lane ESD Advisory Committee
Connected Lane County Board of Directors	Multiple industry sector partnerships including: Transportation; Health Care, Food & Beverage Manufacturing; Construction/Aggregate; Technology, Creatives, Childcare
Springfield Chamber of Commerce Work Ready Education Committee	Associated General Contractors Workforce Development Board
Bethel School District Board of Directors	

Lane Workforce Partnership is dedicated to empowering the next generation through contract administration and funding of the comprehensive Workforce Innovation & Opportunity Act (WIOA) programs that equip youth and young adults, aged 14 to 24, with essential skills and experiences. The LWP WIOA Youth Provider is **Connected Lane County (CLC)**. CLC’s mission is *“to equip Lane County youth with the tools to help them gain confidence in their abilities to see value in their decisions. We break down barriers, build bridges and create strategic partnerships to connect youth with education and employment pathways to transform their future potential.”*

CLC initiatives are designed to support youth through a range of offerings, including work-readiness training, valuable work experiences, and other career pathway opportunities. They cultivate a strong foundation with a focus to prepare them for successful high school graduation, facilitate their transition to post-secondary education, and ultimately guide them towards a career.

As the Local Workforce Development Board for Lane County, LWP has been a consistent partner to convene, facilitate and invest in proven strategies to better align industry and education to prepare youth and adults for future employment and increase their access to work activities. Examples of how LWP staff are involved with Lane County engagements include industry-education youth board and committee work memberships, providing industry connections for local sectors to showcase workforce activities and events with secondary and post-secondary education programs, and development/coordination of local work-based learning opportunities.

In partnership with local educators, community-based organizations, and industry, **LWP supports numerous youth career connected activities, events, and work-based learning opportunities.** Below are samples of each:

2022-23 YOUTH CAREER CONNECTED ACTIVITIES:

- **Lane Pre-Apprenticeship Construction Technology (PACT)**
In the school year 2022-23, LANE PACT began its second year. This is a registered, BOLI-approved youth apprenticeship program model that is used to prepare high school students to be qualified/competitive applicants for a registered apprenticeship or begin employment in the skilled trades.
- **2023 Summer Educator Externships**
In partnership with Associated General Contractors (AGC), a week-long series of construction externships were offered to Lane County High School Counselors. These externships offer firsthand onsite industry exposure to local happenings, and in turn, this information is communicated to students.
- **2023 Lane County Youth Trades Academy (YTA)**
YTA offers Lane County students 8 weeks of training and hands on experience in four trades – rotation among electrical, plumbing, carpentry and sheet metal/HVAC. A total of 23 high school juniors and seniors participated in this experience.

2022-23 YOUTH CAREER CONNECTED EVENTS:

- Industry partners participated in multiple in-school presentations to Lane County High School and Middle School Students.
- CLC coordinates job shadows, hands on learning opportunities, work experience, and industry tours within a wide range of local sectors.
- Lane Community College Hands on Career Day.
- Manufacturing Career Day.
- CLC hosted a Middle School Trades & Health Expo.
- Lane County Sand and Gravel Tour.
- Career tours in partnership with the University of Oregon for Tech and Bioscience Industries

2022-23 YOUTH CAREER CONNECTED WORK-BASED OPPORTUNITY:

- **Constructing a Brighter Future**
A total of 15 Lane County Schools and approximately 200 students have been building 16 one room shelters and 23 sheds. The shelters serve as transitional housing for local residents who are currently experiencing homelessness. The sheds are for three Lane County St. Vincent de Paul housing sites. These construction projects not only benefit the local community but creates an initiative that introduces young people to the multiple career pathways in high demand/high wage construction trades employment.

3.4 20 CFR 679.560(b)(12): Coordination with Adult Education and Literacy

Describe how the local board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. Include how the local board will carry out the review of local applications submitted under Title II consistent with 20 CFR 679.370(n).

3.4

The local Title II provider is a local workforce development board member and participated in the local workforce strategic planning session. In addition to activities described above that cross both secondary and post-secondary education, 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.

3.5 Leverage Strategies (Oregon Requirement)

- A. Identify the sources of current leveraged funds outside of WIOA Title I funding and state general funds to support the workforce development system in the local area.
- B. Describe how this leveraged funding will impact the local system.
- C. Describe the local board's strategies for acquiring additional/future leveraged funds.

3.5 A.

LWP consistently seeks out opportunities for competitive grants from federal agencies as well as state and local opportunities. Current leveraged funding sources include:

- Good Jobs Challenge Grant – Department of Commerce EDA Grant awarded to SOWIB. LWP partnered with SOWIB to support the transportation and logistics industry need for Commercial Truck Drivers.
- Critical Jobs Sector Grant – awarded to LWP from the Department of Labor to support the establishment of a Hospitality Industry Sector Partnership along the entire coast of Oregon.

3.5 B

LWP prioritizes supporting industry through Industry Sector Partnerships. A strong partnership in an industry sector is led and supported by businesses, with the local workforce board playing a role in its initiation.

Leveraged funding: The Good Jobs Challenge Grant has enabled LWP to re-launch the Transportation and Logistics Industry. Funding has also focused on training over 100 commercial truck drivers in Lane County. As a result of these investments, the industry is working together to address the critical workforce shortage and creating strategies to train for the myriad types of skills needed. For example, the local truck driving school provides training on the basic skills needed to pass the department of motor vehicles licensing exam and the businesses provide the finishing training (driving oil tankers, construction vehicles, or log trucks).

The Critical Jobs Sector Grant will provide the resources needed to launch the Hospitality Industry Sector Partnership for the coastal communities of Oregon. Leveraged funds from this project, implemented in partnership with two other Workforce Boards, will be used to survey those who work in the industry and inform career pathway skills development into good jobs in the hospitality.

3.5 C.

Funding for LWP program priorities creates a challenge, as opportunities to solicit funding is highly competitive and not always aligned with local goals. Local strategies include conducting research for available local, state, and federal grants that typically fund workforce development initiatives. LWP is also seeking avenues in which we are able to diversify our funding sources. This is critical given the significant year-over-year cuts to the WIOA funds allocated to the local area.

3.6 Next Generation Sector Strategies (Oregon Requirement)

- A. Identify and describe each industry in the local area where a next generation sector partnership (as defined) is currently active. Include in the description, the rationale for each active next generation sector partnership, recent outcomes, and how it will align with industry consortia where appropriate.
- B. Identify and describe each industry in the local area where there will be an attempt to convene a new sector partnership within the timeframe of the local plan. Include in the description, the rationale for each new next generation sector partnership and how it will align with industry consortia where appropriate.
- C. Identify and describe the strategy for any additional targeted sectors in the local area where the next generation sector model is not being used.

3.6 A.

All industry sector partnerships launched in Lane County are launched under the Next Generation Sector Partnership model. Presently, six sector partnerships have launched and are thriving in Lane County.

Technology Industry Sector Partnership:

Since 2015, we have focused on the Tech sector in Lane County, which comprises around 616 firms across various industries such as software publishing, data processing services, and electronic manufacturing. By 2021, these enterprises employed 3,693 individuals and contributed to an impressive total payroll exceeding \$312M. Notably, the average annual wage in the local tech industry stands at \$84,534, surpassing the Lane County all-industry average of \$52,596.

Projections show a 22% employment growth rate for local tech companies between 2020 and 2030, compared to a 15% growth rate for all industries combined. Additionally, an anticipated demand for 3,757 replacements will result in a total of 3,889 job openings.

Recognizing the industry's need for skilled workers, the workforce development and education community have acknowledged the importance of collaborative efforts to strengthen the local talent pipeline. Furthermore, workforce development, education, and economic development entities recognize that supporting this vital industry presents an opportunity to boost the local economy and cultivate high-wage jobs in the area.

Current Initiatives Include:

- Talent Retention: Experience Oregon Tech
- Tech Community Building
- Advocacy
- Events included the Big Mix, Hack for a Cause, and TAD Talks.

Food and Beverage Industry Sector Partnership:

Since 2017, we have focused on the thriving Food and Beverage Manufacturing sector. With over 163 companies in this sector, the collective workforce comprises 4,027 individuals, contributing over \$211M in wages to the local economy. Looking ahead, this sector is anticipated to experience growth, adding 610 new jobs by 2030, representing a 16% expansion rate – exceeding the average growth rate of 15% across all industries.

Over the next decade, an estimated 4,434 replacement openings are expected, resulting in a total of 5,044 job openings. In 2021, the average annual wage in the Food and Beverage Sector in Lane County was \$52,500, slightly below the overall average of \$52,596 across all industries. Notably, the educational requirements for positions within the Food and Beverage Sector are relatively modest, with the majority of occupations only requiring a high school diploma or less. However, employers in this industry frequently face challenges in recruiting and retaining workers, despite the low educational barriers.

Current Initiatives Include:

- Product and Value Promotion
- Knowledge and Resource Share
- Collaborative Development Projects
- Events including Quarterly Food Business Unpacked, Eugene Food Startup Weekend, and Hiring/Job Fairs
- Growing People LEAN Training

Construction-Aggregate Industry Sector Partnership:

Since 2016, we have focused on the Construction-Aggregate sector, comprising approximately 1,186 companies. In 2021, these companies employed 8,212 individuals and contributed \$488M to the total payroll. While the construction-aggregate industry is projected to grow at a slightly slower pace than the overall economy, with an expected 11% increase between 2020 and 2030, it still anticipates creating 904 new jobs. This growth rate is comparatively lower than the 15% expected across all industries during the same period.

Over the next decade, there will be 7,831 replacement openings, resulting in a total of 8,736 available positions. By the end of this forecasted period, employment levels in the sector are expected to reach pre-recession highs, which peaked at 8,380 in 2007. Notably, the annual average wages in the construction-aggregate field are higher than the overall average for all industries, standing at \$59,429 in 2021, compared to \$52,596. It's worth mentioning that despite the higher wages, most entry-level positions in construction-aggregate only require a high school diploma or less, making it a promising opportunity for individuals seeking well-paying jobs with lower educational levels.

Current Initiatives Include:

- Industry Engagement and Collaboration
- Youth connection in partnership with Connected Lane County and Elevate Lane County
- Youth awareness – CTE support and expansion
- Promote Trade Opportunities- Skilled to Work KEZI 9 News Initiative
- Events like Manufacturing Day, Construction Utility Career Day, Sand and Gravel Tours, High School Presentations, and Hiring/Job Fairs

Wood Products Industry Sector Partnership:

We have focused on the Wood Products sector in Lane County since 2018. Initially centered on advanced wood products manufacturing, our perspective evolved through extensive discussions with industry leaders, leading us to broaden our scope. Our definition now encompasses a diverse range of activities, including logging and forestry companies, as well as manufacturers of wood-based products like paper and furniture.

This sector comprises approximately 219 companies, collectively employing 6,037 workers as of 2021, and generating a total payroll exceeding \$399M. With an average annual wage of \$66,067, the Wood Products

industry surpasses the overall average of \$52,596 for all industries. Its historical significance in Lane County's economy spans generations, and today, through the implementation of innovative technologies, it continues to hold economic importance.

Looking ahead, forecasts indicate a growth rate of 2% for the Wood Products sector between 2020 and 2030, resulting in the creation of 102 new jobs over the specified period. However, it is crucial to recognize the impending replacement needs within the industry, predominantly driven by retirements. These replacements are anticipated to account for 5,883 replacement openings out of a total of 7,985 job openings over the course of the next 10 years. Such dynamics highlight the significance of strategic planning and investment to ensure the continued success and sustainability of the Wood Products sector in Lane County.

Current Initiatives Include:

- Industry Education; advanced technology, safe work environment, and job diversification
- Community Pride and Awareness
- Youth Education in Partnership with Forest Today and Forever
- Advocacy for Policy and Licensing Alignment
- Events Including Manufacturing Day, Oregon Logging Conference, and Hiring/Job Fairs

Creatives Industry Sector Partnership:

In 2019, we initiated an innovative collaboration with Lane Arts Council and ArtCity, launching a dedicated effort focused on the dynamic and diverse Creative Sector. Drawing inspiration from successful industry sector initiatives in Technology, Food and Beverage Manufacturing, Wood Products, and Construction-Aggregate, this initiative acknowledged the substantial contributions of the creative sector to our community.

Encompassing a wide array of industries such as apparel production, art, publishing, performing arts, museums, and historical sites, the creative sector faced significant challenges during the COVID-19 pandemic but is showing gradual signs of recovery. Notably, the performing arts sector is showing promising signs of rebounding from the losses incurred.

As of 2021, the creative sector comprises 565 establishments, employing 4,027 individuals who contribute over \$171M in wages to our area. With an average wage of \$52,842, slightly above the Lane County all-industry average of \$52,596, the creative sector plays a vital role in fostering thriving town centers and supporting the growth of local commerce.

Employers today actively seek creative thinkers capable of envisioning beyond conventional boundaries, offering innovative solutions to address diverse problems in our community and the world. Creativity consistently ranks among the top skills sought by employers, as highlighted by the World Economic Forum in 2020. Our county is home to thousands of artist entrepreneurs and hundreds of businesses that rely on the visionary ideas and skills of creatives to achieve their business goals.

Creativity serves as the seed of innovation, propelling the growth of high-wage and high-demand industries dependent on the imaginative thinking of artists. Various fields, including design, branding, media, city planning, manufacturing, and architecture, rely on artists' expertise, knowledge, and innovative perspectives to shape remarkable solutions for business and community challenges.

Current Initiatives Include:

- Build a community and network of artists across creative disciplines
- Raise up the perception and value of local arts in our community
- Improve income and opportunities for local artists
- Promote professional development for local artists and stronger arts businesses
- Collect data on the arts sector
- Events include: Artist Feedback Sessions, Arts Media Campaign

Transportation and Logistics Industry Sector Partnership:

Established in 2021, the Transportation Industry Sector Partnership encompasses crucial sectors such as truck transportation, transit and ground passenger transportation, warehousing and storage, along with their associated activities. Within these industries, there are a total of 187 firms contributing to an annual average employment of 2,957, with a combined payroll amounting to \$151M in 2021.

Forecasts from the Oregon Employment Department indicate robust growth for the sector, with expectations of adding 602 new jobs, representing a 21% growth rate from 2020 to 2030. This growth surpasses the overall industry average of 15% during the same period.

Furthermore, the trade, transportation and utilities sectors as a whole are poised for expansion. Projections suggest a growth of 3,200 jobs (11%), primarily driven by the post-COVID recovery in retail trade and the increasing demand for transportation services. The shift towards online shopping and the subsequent need for efficient product deliveries have contributed to this growth trajectory.

Current Initiatives Include:

- Regional CDL training through the Economic Development Association grant.
- Future Ready Oregon Prosperity 10K Grant awarded to four Lane County transportation/aggregate companies to provide CDL training.
- Promotion of new CDL training facility in Lane County.
- Researching opportunities to provide CDL training to businesses in rural Lane County.
- Ongoing new driver recruitment sessions are scheduled at WorkSource Lane.
- Industry Champion – Tyree Oil

Childcare Industry Sector Partnership:

Childcare is an essential foundation that enables the smooth functioning of all other aspects of work. The significance of having access to high-quality and affordable childcare cannot be overstated, as it has been proven to enhance employee productivity, attendance, and retention. Unfortunately, Lane County is currently facing a childcare crisis, labeled as a “childcare desert,” with only 1 childcare slot available for every 4 children aged 0 – 5 years. For infants and toddlers, there is just 1 slot for every 7 in our community. These figures, derived from pre-pandemic data, have likely worsened over the past few years.

To compound this issue, the average monthly cost of full-time childcare locally stands at \$866 per child representing a staggering 21% of the average median household income for families with children under 6 in Lane County. For families living at or below the federal poverty level, childcare expenses consume 52% of their household income. While families bear the burden of these costs, childcare providers are struggling to cover operational expenses, often offering relatively low wages with limited or no benefits.

Recognizing the gravity of this situation, the Childcare Sector Strategist position was made possible through funding by the United Way of Lane County, in collaboration with Quality Care Connections at Lane Community College, Lane Workforce Partnership, the Early Childhood Hub of Lane County, Eugene Area Chamber of Commerce, Onward Eugene, and other key stakeholders.

Key strategic goals for the Childcare Sector in Lane County:

- Support existing childcare providers by addressing workforce recruitment and retention challenges.
- Increase awareness of the importance of quality early childhood care and education, the role of Childcare Resource and Referral agencies (CCR&Rs), and career opportunities in the childcare sector.
- Build childcare capacity by supporting quality local childcare providers in scaling existing programs and helping those interested in starting a childcare business to build sustainable businesses.
- Increase the cultural responsiveness of childcare by focusing on BIPOC providers, culturally specific organizations, and linguistically specific/diverse providers & organizations.
- Strengthen employers’ understanding of childcare benefits and support employer-based childcare strategies;
- Advocate for public policy and investments that support childcare providers and families.

3.6 B

Planned Industry Sector Partnerships during the 2024 – 2028 period include:

BioScience Industry Sector Partnership: In partnership with the Oregon Bioscience Association, the goal will be to grow the biosciences sector in Lane County by fostering an increase in both jobs and businesses. The objective is to enhance the visibility of Lane County’s resources beyond the region and actively recruit businesses that align well with the region’s strengths.

Healthcare Industry Sector Partnership: In response to a crucial shortage of trained workers, the imperative to diversity the workforce, and a shortage of healthcare training providers in Lane County, the partnerships aims to create collaborative work-based training solutions that effectively support workforce development.

Semi-Conductor Industry Sector Partnership: Lane County is working with Stratacache, a semi-conductor chip manufacturing company planning to locate in Eugene. This presents a unique opportunity to establish an Industry Sector Partnership dedicated to the semi-conductor industry and its supply chain.

Hospitality Industry Sector Partnership: In partnership with two workforce boards whose regions include the coastal communities of Oregon, Lane Workforce Partnership is leading the launch of the Hospitality Industry Sector Partnership. This sector stands as a key economic driver in Oregon, featuring a robust yet often misunderstood career pathway.

3.6 C.

The Next Generation Sector Partnership model serves as our guiding framework, shaping the approach to our efforts by coordinating and facilitating industry-led convenings with the support of community partners. This approach is designed to enhance our regional economy and link individuals to self-sufficient wage jobs. LWP actively endorses the use of the Next Generation Sector Partnership model, and consequently, there are no plans for the establishment of partnerships outside of this model.

3.7 20 CFR 679.560(b)(3)(i): Employer Engagement in Workforce Development

Describe the strategies and services (as defined) that will be used in the local area to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

3.7

WorkSource Oregon Lane facilitates a very active Regional Business Services team, extending its support to businesses of all sizes within Lane County. Business Services encompass a range of offerings including posting job listings, customized recruitments, rapid response services, and tailored training solutions to address businesses' workforce development needs. Utilizing the facilities, businesses access workforce solutions such as job listings, talent pool job referrals, and a robust on-the-job training program.

The Regional Business Services team, convened by the One-Stop-Operator, is strategically structured to enhance efficiency and minimize duplication in business services. Comprising business service staff from partner agencies across Lane County, the team collaborates to better serve the diverse needs of the local business community.

Lane County's On-the-Job Training (OJT) program operates as a business-driven initiative, with active participation from over two dozen businesses in the region. Staff consistently engage with new businesses, with a particular focus on priority industry sectors, to encourage and support their involvement in the program.

Recognizing the potential for increased impact, LWP has contracted with Collaborative Economic Development Oregon (CEDO) to act as the arm of the Workforce Development Boards' business services efforts. CEDO's involvement aims to enhance outreach into the business community, raising awareness of available services and programs. Additionally, CEDO takes the lead in LWP Industry Sector Partnership initiatives and provides support by convening sector leads.

3.8 20 CFR 679.560(b)(3)(ii): Meeting the Needs of Businesses

Describe the strategies and services that will be used in the local area to support a workforce development system that meets the needs of businesses.

3.8

Lane Workforce Partnership contracts with Collaborative Economic Development Oregon (CEDO) to serve as the backbone for business services. CEDO plays a crucial role in supporting LWP's Industry Sector Partnerships, developing layoff aversion strategies, coordinating services, and aiding the team delivering direct business services.

LWP's One-Stop Operator oversees the convening and coordination of services provided by the Regional Business Services Team. This team includes business services staff from all partners within the WorkSource Oregon Service Delivery System.

Direct Business Services is a shared responsibility among partners, with a majority of services delivered by Oregon Employment Department's Business and Employment Specialists, working in collaboration with Employment Specialists from Lane County Health & Human Services (WIOA Title 1 Service Provider).

3.9 20 CFR 679.560(b)(3)(iii) and (b)(4): Coordination with Economic Development

Describe the strategies and services that will be used in the local area to better coordinate workforce development programs and economic development including the promotion of entrepreneurial skills training and microenterprise services.

3.9

In Lane County, partners work together to support new businesses seeking to locate in the region. The strategy to align economic and workforce development is a collaborative effort with:

- Lane Workforce Partnership
 - Collaborative Economic Development Oregon
- Lane County Community and Economic Development
- City of Eugene – Economic Development
- Business Oregon

3.10 20 CFR 679.560(b)(3)(iv): Linkages to Unemployment Insurance

Describe the strategies and services that will be used in the local area to strengthen linkages between WorkSource Oregon (as defined) and unemployment insurance programs.

3.10

Oregon Employment Department’s Business and Employment Specialists at WorkSource Oregon Lane facilitate the connection to unemployment insurance programs. These staff members offer support to residents navigating unemployment insurance, providing answers to questions, and assisting customers who require access to a computer or phone for accessing the unemployment services office.

Continuous Improvement

3.11 20 CFR 679.560(b)(2)(i): Expand Access to Services

Describe how the local board will work with entities in WorkSource Oregon (as defined) to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

3.11

Workforce Benefits Navigator Consortia:

In addressing the challenge of ensuring equitable access to services in the region, Lane Workforce Partnership intends to develop a Lane County Navigator Consortia beginning in PY 23/24. This approach mirrors the successful model of our Industry Sector Partnerships. Our philosophy is centered on learning from and honoring the existing expertise within Lane County’s communities, steering away from the conventional approach of using one or two Navigators in a community.

Instead, LWP plans to work collaboratively with Community Based Organizations (CBOs), providing funding to

support the development of Navigators. This initiative aims to leverage the expertise of current Navigators and partner staff offering Navigation-type services. By tapping into existing resources and supporting capacity building within CBOs, we aim to establish a sustainable network of Navigators in Lane County.

This strategy supports the formation of the Navigator Consortia comprised of CBOs specializing in serving various targeted population groups in Lane County. The focus is on engaging individuals in the community who already provide support and possess knowledge about the specific needs of their community(s). The development of the Navigator Consortia will also serve as a catalyst for building and strengthening relationships, reaching out to Tribal Communities, unengaged rural communities, and targeted population groups currently not engaged in workforce services.

Navigators, embedded within communities, play a crucial role in identifying solutions to challenges unique to each community, both geographically and population specific. Similar to Industry Sector Partnerships addressing common problems collectively, Navigators are uniquely positioned to help resolve community challenges. This approach will allow the Workforce Service Delivery System to wrap our services around targeted communities, rather than expecting the community to come to the service. This approach will also provide a mechanism for the workforce service delivery system partners to integrate with the communities in Lane County.

STEP Program:

In 2017, workforce partners recognized the need to increase our collective efforts in supporting individuals receiving SNAP benefits. The team identified that many of those on SNAP were not only living in poverty, but were also homeless, unstably housed, individuals with disabilities, and people with low to no skills, making it challenging for them to connect with meaningful employment. In response, the team worked collectively to have a concerted impact on meeting the needs of these diverse population groups.

Lane County officially named this collaborative initiative the Self-Sufficiency Training and Employment Program (STEP), setting a model for the state of Oregon to follow. The STEP partners offer similar services with specific areas of expertise, such as housing or vocational training. In Lane County, this collaborative partnership includes:

- Oregon Employment Department
- Lane County Health and Human Services
- Food for Lane County
- Goodwill Industries
- Lane Community College

3.12 20 CFR 679.560(b)(2)(ii): Career Pathways

Describe how the local board will work with entities in WorkSource Oregon (as defined) to facilitate development of career pathways.

3.12

WIOA places a strong emphasis on career pathways. For participants benefitting from scholarship training services, LWP expects the achievement of industry recognized credentials that are both stackable and portable by the completion of the training program. Scholarship training shall only be approved for occupations in which

there is demand in Lane County.

In the case of the OJT program, the training focus aligns with industries prioritized by the Lane Workforce Development Board, emphasizing occupations with higher demand and growth potential.

LWP will continue to partner with Lane Community College’s Career Pathways program. Both LWP and LCC share a vested interest in creating education and training programs offering multiple entry and exit points. Currently, LCC runs a successful Career Pathways program that supports our most marginalized communities in Lane County. Additionally, LCC provides successful apprenticeship training programs and continues to develop curriculum for industry recognized credentials, certificates, degrees, and non-credit training certificates. LWP will continue to convene industry partners for their active participation in the development of career pathway programs.

3.13 20 CFR 679.560(b)(2)(ii): Co-enrollment

Describe how the local board will work with entities in WorkSource Oregon (as defined) to facilitate co-enrollment in WSO programs.

3.13

All services delivered through the WorkSource Centers in Lane County will be integrated and coordinated throughout the service delivery continuum. Co-enrollment of participants will occur when it is in the best interest of the participant. The leveraging and braiding of funding sources will be optimized to prevent duplication of resources, ensure maximum efficiency, and take into account the requirements and goals of each funded program.

In Lane County, it is the practice that the alignment of partner services provides for enrollment of participants seeking self-directed services in general employment services, while the local workforce development board requires WIOA Title 1 Adult and Dislocated Worker participant enrollment at the point which triggers the provision of individual staff assisted services, primarily training services. Contractors and sub-recipients of WIOA funds through LWP shall collaborate with WorkSource partner staff to integrate services, ensuring alignment and coordination across programs. This collaboration may include co-enrollment of participants when applicable and in the best interest of the participant.

3.14 20 CFR 679.560(b)(2)(iii): Improve Access to Postsecondary Credentials

Describe how the local board will work with entities in WorkSource Oregon (as defined) to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

3.14

Access to training services through WorkSource Oregon Lane is facilitated through various methods, with priority given to a consumer choice model. Customers who are certain about their desire for training services are directed to the program that aligns with their needs, typically WIOA Title 1, but potentially other available funded programs. For those customers who are uncertain about their desire for training, guidance is provided to start their journey with job search and/or career exploration.

All customers seeking training services are required to either engage one-on-one with a Career Advisor for career exploration or participate in the Career Exploration Workshop. This ensures that customers have the most current information about their chosen career, including the intended credentials and labor market demand in Lane County.

All funded training programs must end in an industry-recognized credential and have employment demand in Lane County. Lane Workforce Partnership encourages customers entering entry-level training to consider stackable credentials.

3.15 20 CFR 679.560(b)(5)(i): Continuous Improvement of Eligible Providers

Describe how the local board will ensure the continuous improvement of eligible providers through WorkSource Oregon (as defined) and that such providers will meet the employment needs of employers, workers, and job seekers in the local area.

3.15

WorkSource Oregon Lane operates as a co-located, integrated workforce services delivery system. The local leadership team continually receives feedback and works to refine services offered through all partners. Led by LWP and the contracted One-Stop Operator, the Local Leadership Team reviews the outcomes of services delivered by training providers for which funds have been invested as part of the Scholarship Training Program (also known as an Individual Training Account).

In cases where providers on the State of Oregon managed Eligible Training Provider List (ETPL) show negative results in terms of training completion and entered employment, LWP works with the provider on corrective actions. If poor performance persists, LWP will discontinue referrals of potential trainees to the provider and may submit a request to the state to delist the provider’s program.

For the OJT program, the decision to enter into an OJT should also take into consideration the track record of the businesses who have previously undertaken OJTs. WorkSource Oregon Lane staff must not enter into an OJT Training Plan with a business who has previously exhibited a “pattern of failing” to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work. Only businesses with a history of successful training and retention of OJT employees shall be used as repeat OJT training sights.

3.16 20 CFR 679.560(b)(20): Intake and Case Management

Describe any recent innovations, promising practices, or efforts to increase and streamline access to programs and services at WSO centers particularly as it relates to case management.

3.16

The past year, LWP has placed a heavy emphasis on supporting holistic case management through Public/Private partnerships. These collaborations involve community-based organizations serving specific populations and engaging with the business community. This approach allows for the coordination of training, employment, and social support, leading to increased employment rates and improved stabilization.

Key Definitions

WorkSource Oregon (WSO) Programs: The WTDB approved a [WorkSource Oregon Definition](#) dated May 24, 2023 on June 9, 2023. For the purposes of local planning, WorkSource Oregon refers to the “WorkSource Oregon Primary Programs and Resources” included in the definition.

Other Workforce Programs: These represent the entire workforce system in addition to “WorkSource Oregon Primary Programs and Resources”. For the purposes of local planning, these include “Additional WorkSource Oregon Programs and Resources” identified in the [WorkSource Oregon Definition](#) dated May 24, 2023 that are a part of WIOA and also programs such as K-12 and postsecondary education, workforce-related/supporting community-based organizations, labor and apprenticeship, and allied partners.

Essential Employability Skills: They go by many names, such as soft skills, interpersonal skills, essential skills, social skills, 21st century skills, and applied skills. They are the collection of skills necessary to succeed in the workplace that can be learned in academic settings and are enhanced through simulated and actual workplace experience. They are sometimes referred to as behaviors and traits but can be learned and refined through modeling and practice. They include, but are not limited to, adaptability, critical thinking, communication, empathy, open-mindedness, problem-solving, teamwork, and work ethic. The number of EES and the individual importance of each cannot be disconnected from industry and occupation.

Next Generation Sector Partnership: [Next Generation Sector Partnerships](#) are partnerships of businesses, from the same industry and in a shared labor market region, who work with education, workforce development, economic development and community organizations to address the workforce and other competitiveness needs of the targeted industry. Next Gen Sector Partnerships are Industry-Driven, Community-Supported, and Sustainable over time. Next Gen Sector Partnerships are active all over the country.

Employer Services Strategies: 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 in the local area.

Operational Portion

Section 4: Services and Activities

Please answer the questions in Section 4 in twelve (12) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as attachments.

Available Workforce Development Activities

4.1 20 CFR 679.560(a)(4): Workforce Development Activities – Part 1 Adults (Includes both WIOA Adults and Dislocated Workers)

- A. Provide an analysis of workforce development activities for adults in the local area including education and training and including individuals with barriers to employment;
- B. Describe specific strengths and weaknesses of these adult workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- C. Describe the capacity to provide these adult workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- D. Identify successful models and best practices in the local area for adult workforce development activities.

4.1 A

Through a strong partnership with the Oregon Employment Department (OED), and our local WIOA service delivery partners, we have developed a comprehensive range of services for both businesses and jobseekers. These programs, available at the WorkSource Center, are accessible to the general population and specifically designed to address the needs of targeted populations, including veterans, homeless individuals, SNAP recipients, older workers, and young adults. The array of services include workshops for job search skills, assistance in developing job search tools, access to training services, career exploration and navigation, and individualized career advising.

The trained staff at WorkSource Oregon Lane stay current with industry and job search trends to provide reliable and timely assistance to customers. LWP works closely with public and private training entities that serve our county to make sure appropriate skills training, as identified by industry, is available in the community. LWP assists new training providers with the Eligible Training Provider List (ETPL) application when needed, which ensures that participants in need of WIOA supported training have access to all available training options.

Through LWP investment in training at WorkSource Lane, we provide a very robust On-the-Job Training (OJT) program. The OJT program provides jobseekers 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 \$5,000 per trainee to off-set the extraordinary costs associated with providing the training.

Training funds allocated by LWP for scholarships (Individual Training Account), On-the-Job Training, and Customized Training Solutions for Businesses are strategically directed towards industries with the highest employment demand and career pathways to higher-wage jobs in Lane County. As a result, a majority of training funds are used to educate participants in the healthcare, transportation, and construction industries.

In response to the workforce needs of the construction/aggregate industry, LWP plans to continue its work, in partnership with Lane County Education Service District's Career and Technical Education programs, on the Constructing a Brighter Future project. Constructing a Brighter Future teaches youth skilled trades through the construction of tiny homes which are used to house those who are houseless in Lane County. This project was launched from the BOLI approved Lane PACT program, which is a pre-apprenticeship training program for the construction industry. In just a few years it has expanded from constructing sheds to help victims who lost everything during the devastating wildfires in Oregon, to providing a social solution by providing transitional housing for those most in need.

LWP recognizes that addressing all the workforce needs in Lane County requires collaboration with other agencies dedicated to serving marginalized populations and tackling pressing community issues. By investing funds in existing agencies and convening target groups, LWP has a substantial impact, bringing workforce issues to the forefront with community leaders and leveraging funds with assurances and oversight. The motto of LWP, "we do not have to reinvent workgroups to address issues – instead we need to partner with agencies, businesses, and community leaders to propel us forward," emphasizes the power of collaboration in solving workforce challenges.

4.1 B

The number one strength of LWP's adult and dislocated worker workforce development services lies in the strong partnerships throughout Lane County. Through these collaborative efforts, LWP effectively braids and leverages resources to better serve the community. As an example, customers have been supported in receiving training and supportive service funds through Adult WIOA, STEP (SNAP 50/50), and the DHS JOBS program.

A primary challenge faced in Lane County is the shortage of training providers. While Lane County is home to the University of Oregon and a comprehensive community college, there is a general lack of educational options for short-term certificate training that is designed to quickly provide someone with the skills needed to obtain an industry recognized credential and secure employment.

4.1 C

The available capacity to meet the demand for services is limited. Geographically, Lane County is roughly the size of the State of Connecticut, and it can take more than two hours to drive from an inland community to the coastal borders of the region. The County is rather isolated geographically speaking, with two "metropolitan" cities located centrally, surrounded by farmland, timberland, and small rural communities. The term "metropolitan" is used loosely in this context as the entire population of the county is only 380,000. In order to meet the needs of the total population, staff are challenged with spanning services across the metro and rural communities. The challenges related to the size of the county is compounded with the lack of broadband access in the rural communities. If internet access is available, it is often too expensive for rural residents, who have a higher percentage of the population living at or below the Federal poverty level. With the limited resources, staff are required to commute to rural communities for the provision of in-person services, when virtual services are not an option for those in need.

Beyond the constraints on staffing resources, funding for training services is often exhausted early in the program year. LWP prioritizes training investments, with a majority of training funds being allocated to scholarships (Individual Training Accounts) and On-the-Job Training. LWP also uses a small amount of available funding to support the needs of the business community through Customized Training Solutions for Businesses.

4.1 D

Through LWP’s Customized Training Solutions for Businesses, we have created very successful models of public/private partnerships. These partnerships provide a win for both the business community and Lane County’s most marginalized residents. Businesses provide the skills training tailored to their workforce development needs and partner with community-based organizations with targeted services (most social supports and other supportive services) to provide the holistic supports that people face outside of their work environment. Those who are receiving the training are employed from day one and are taught valuable skills. The relationship is developed in a more supportive environment between the employer and the employee, which results in an increase to the businesses retention rate. The employee also receives support with housing, transportation, childcare, and other related services, which helps them to focus on getting to work each day and learning.

4.2 20 CFR 679.560(b)(8): Workforce Development Activities – Part 2 Youth (Includes WIOA Youth)

- A. Provide an analysis of workforce development activities for youth in the local area including education and training and including individuals with barriers to employment;
- B. Describe specific strengths and weaknesses of these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- C. Describe the capacity to provide these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- D. Identify successful models and best practices in the local area for youth workforce development activities.

4.2 A

Lane Workforce Partnership (LWP) is dedicated to empowering the next generation through contract administration and funding of the comprehensive Workforce Innovation & Opportunity Act (WIOA) programs that equip youth and young adults, aged 14 to 24, with essential skills and experiences. The LWP WIOA Youth Provider is **Connected Lane County (CLC)**. CLC’s mission is *“to equip Lane County youth with the tools to help them gain confidence in their abilities to see value in their decisions. We break down barriers, build bridges and create strategic partnerships to connect youth with education and employment pathways to transform their future potential.”*

CLC initiatives are designed to support youth through a range of offerings, including work-readiness training, valuable work experiences, and other career pathway opportunities. They cultivate a strong foundation with a focus to prepare them for successful high school graduation, facilitate their transition to post-secondary education, and ultimately guide them towards a career.

As the Local Workforce Development Board for Lane County, LWP has been a consistent partner to convene, facilitate and invest in proven strategies to better align industry and education to prepare youth for future employment and increase their access to work activities. Examples of how LWP staff are involved with Lane County engagements include providing industry connections for local sectors to showcase workforce activities

and events with secondary and post-secondary education programs and development/coordination of local work-based learning opportunities.

The following chart identifies some of the education focused boards and committees in which LWP staff participates. This list grows considerably when you include board members and partner agencies.

K-12	K-12 & Post Secondary
Career Technical Education Consortium – CTEC	Lane Community College/Lane ESD Regional Advisory Committee Member
Springfield Chamber of Commerce Work Ready Education Committee	Multiple industry sector partnerships including: Construction, Transportation, Healthcare, Food & Beverage, Technology, Creatives, and Childcare
Elevate Lane County Advisory Committee	Associated General Contractors Workforce Development Board

In partnership with local educators, community-based organizations and industry, LWP supports numerous youth career connected activities, events, and work-based learning opportunities. Below are samples of each:

2022-23 YOUTH CAREER CONNECTED ACTIVITIES:

- **Lane Pre-Apprenticeship Construction Technology (PACT)**
In school year 2022-23, LANE PACT began its second year. This is a registered, BOLI-approved youth apprenticeship program model that is used to prepare high school students to be qualified/competitive applicants for a registered apprenticeship or begin employment in the skilled trades.
- **2023 Summer Educator Externships**
In partnership with Associated General Contractors (AGC), a week-long series of construction externships were offered to Lane County High School Counselors. These externships provide onsite industry exposure of what is happening locally and in turn communicate this information to students.
- **2023 Lane County Youth Trades Academy (YTA)**
YTA offers Lane County students 8 weeks of training and hands on experience in four trades – rotation among electrical, plumbing, carpentry and sheet metal/HVAC. A total of 23 high school juniors and seniors participated in this experience.

2022-23 YOUTH CAREER CONNECTED EVENTS:

- Industry partners participated in multiple in-school presentations to Lane County High School and Middle School Students.
- CLC coordinates job shadows, hands on learning opportunities, work experience, and industry tours within a wide range of local sectors.
- Lane Community College Hands on Career Day.
- Manufacturing Career Day.
- CLC hosted a Middle School Trades & Health Expo.
- Lane County Sand and Gravel Tour

2022-23 YOUTH CAREER CONNECTED WORK-BASED OPPORTUNITY:

- **Constructing a Brighter Future**

A total of 15 Lane County School Districts and approximately 200 students have been building 16 one room shelters and 23 sheds. The shelters serve as transitional housing for local residents who are currently experiencing homelessness. The sheds are for 3 Lane County St Vincent de Paul housing sites. These construction projects not only benefit the local community, but creates an initiative that introduces young people to the multiple career pathways in high demand/high wage construction trades employment opportunities

4.2 B

The number one strength of LWP's youth programs lies in the strong collaboration of partners. Programs, such as Constructing a Brighter Future would not be possible without the collective efforts of LWP, Lane ESD, Connected Lane County, private businesses, and community-based organizations. The project combines work-based learning in construction skills for youth participating in CTE programs with social support designed to provide housing for the un-housed in Lane County.

In Lane County, we are also strengthened by the innovation of our youth Service Provider, Connected Lane County. Connected Lane County has worked to expand youth services from a downtown Eugene location, Spark on 7th, to Spark at Booth Kelly located in Springfield Oregon. Spark on 7th and Spark at Booth Kelly provide a variety of programs that support our most vulnerable youth and young adults. These range from work ready skills, job search assistance, to hard skills training, and paid work experience. Connected Lane County's programs, which are only partially funded by WIOA Youth funds, touch the lives of hundreds of youth and young adults each year.

4.2 C

As with LWP's adult programs, lack of funding creates a significant challenge to meeting the needs of those served in our youth programs. As mentioned above, the size of the county creates a need to expand youth services into rural regions. Funding and staffing constraints prevent us from being able to do this in a meaningful way. During this past program year, LWP provided funding to Connected Lane County for the purchase of a van that is used to transport youth/young adults to work related activities and work experiences.

4.2 D

Connected Lane County's programs of Elevate, Navigate, and Exelerator (spelled correctly per the program name) combined with Spark create a promising learning environment for the youth of Lane County.

Elevate is the longest-standing program and provides career-connected learning opportunities for youth and professional development opportunities for educators.

Navigate offers individualized work readiness and school re-engagement support services for youth facing significant barriers to employment and education.

Excellerators are designed to prepare young people for work through accelerated education, training, and hands-on skills application in growing career fields. Each Excellerator focuses on a different high-demand field, including training, certifications, and relevant skills-building to prepare young people for careers. Excellerators are focused in Manufacturing Technology, healthcare, and technology.

Spark is CLC's most innovative program that connects community, education, and industry by providing youth with a safe place to learn, innovate, and create. Spark on 7th and Spark at Booth Kelly provide a valuable asset in Lane County, which include gender neutral facilities, laundry machines, and drop-in hours.

4.3 20 CFR 679.560(b)(6): Employment and Training Activities

Considering the response in 4.1, provide a specific description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

4.3

Through a strong partnership with the Oregon Employment Department (OED), and our local WIOA service delivery partners, we have built a range of services for both businesses and jobseekers at WorkSource Oregon Lane. The mix of services include a variety of workshops, one-on-one coaching, and training services.

Workshop topics include:

- Career Exploration
- Job search skills
- Resume Development
- How to Apply for Scholarships and Financial Aide
- Basic Computer Skills
- Essential Employability Skills (Bridges to Success Workshops)

Training services include:

- Scholarship for Occupational Skills Training
- On-the-job Training
- Customized Training Solutions

One-on-one coaching services cover:

- Assistance with developing job search tools
- Development of Individual Employment Plans
- Career exploration and navigation
- Individual career advising

Supportive Services that may be provided as needed include (but may not be limited to):

- Transportation Assistance
- Work tools and clothing
- Childcare Assistance
- Technology needed for training and/or job search activities

4.4 20 CFR 679.560(b)(18): Training Services

- A. Describe how training services outlined in 20 CFR 682 will be provided through the use of individual training accounts. If contracts for training services are used describe how they will be coordinated with the use of individual training accounts under 20 CFR 682; and
- B. Describe how the local board will ensure informed customer choice in the selection of training programs regardless of how training services are to be provided.

4.4 A

In Lane County, the term scholarship is interchangeable with Individual Training Account (ITA). LWP follows the WIOA regulations for ITAs in the administration of its scholarship training program. Each year, LWP sets individual limits on the amount of funding awarded for each scholarship. The scholarship training fund limit is currently set at \$5,000. Training must be expected to end in one year or less from the date of the award. For participants engaged in multiple year training programs, only the final year of training may be funded by program funds.

WorkSource Oregon Lane uses a competitive process for the application and award of scholarships. The scholarship packet gives 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 utilize the National Career Readiness Certificate (NCRC) to assess the educational level of the customer for success in a training program.

Training is focused on occupations in which the labor market data demonstrates demand or those that are in 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 work to align the customer's preferred training facility with their training plan and financial resources to ensure successful completion and job placement.

LWP policy requires WorkSource staff to follow the priority of service provisions when determining scholarship awards. Scholarship applications are scored, and all those meeting requirements are placed in order of priority. Award decisions are then made based on funding availability. When there isn't enough funding to award all applications that meet requirements, only those applicants that meet priority are funded. In addition, they are funded in the order in which the priority population is set out in the WIOA regulations, as follows:

Order of Priority: Priority must be provided in the following order:

1. First to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funding. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient receive first priority for services with WIOA Adult formula funds for individualized career services and training services.
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
3. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
4. Fourth, priority populations established by the Governor and/or Local WDB.
5. Last, to non-covered persons outside the groups given priority under WIOA.

4.4 B

LWP does not enter into contractual training agreements with local training providers. All training is provided via the scholarship (Individual Training Account) process, on-the- job training with the local business community, or customized training solutions with the local business community.

To ensure maximum customer choice, WorkSource Oregon 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. Staff guide the customer in accessing the State of Oregon managed Eligible Training Provider List (ETPL) to ensure customers are aware of all available training options located physically in Lane County, easily accessible from a neighboring county, or available through virtual on-line training.

4.5 20 CFR 679.560(b)(7): Coordination with Rapid Response Activities

Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

4.5

Lane Workforce Partnership follows, and requires its Service Providers to follow, the State of Oregon’s Rapid Response Policy. Service Providers are also required to follow Lane Workforce Partnership’s Rapid Response policy, which closely aligns with the State of Oregon policy as well as the WIOA regulations.

The local workforce board acts as a conduit for businesses that find themselves in need of rapid response services. LWP works with its business services provider, Collaborative Economic Development Oregon, to expand awareness of rapid response services within the business community. This outreach includes of awareness of services related to layoff aversion strategies designed to help a business that is struggling and at risk of conducting layoffs.

Our relationships within the business community, as well as our industry sector partnerships, are used to identify and gather information for early warning of a potential layoff. LWP also follows economic conditions caused by events such as natural disasters, to mobilize layoff aversion and rapid response services to the impacted business and their workers.

LWP’s Adult/DW WIOA Title I service provider is contracted to provide rapid response services to local businesses and their impacted workers when a layoff does occur. Rapid response is a service delivered to Lane County businesses that have provided notification of a layoff or closure. Services vary depending on the type of layoff, the number of individuals affected, and the time made available to deliver services.

LWP requires its service provider to document all local rapid response services into the State of Oregon’s ORRATS for tracking purposes.

LWP prioritizes the need for rapid response services by allocating resources to staff dedicated to monitoring economic conditions, potential layoff events, and the provision of services when an event occurs. If it is determined that a layoff can be averted through the training or skills upgrade of a business’s workforce, LWP will work with the businesses to determine the best training method to accomplish this. If funding is available, LWP will offer work-based training, such as OJT or customized training in an effort to avert the layoff. LWP measures its success of these programs through the number of employees trained and retained by the businesses.

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. The provision of services may also be initiated when dislocated workers enter the WorkSource center and report to staff that they have lost their job due to being laid off.

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 layoff or closure, a transition team is established to assist in the delivery of re-employment/transitional services. The transition team is comprised of:
 - a. Oregon Employment Department's Unemployment Insurance representative(s)
 - b. Oregon Health Marketplace representative(s)
 - c. WIOA Rapid Response Coordinator
 - d. WorkSource Oregon Lane Business Services representative
 - e. Union representative and/or labor liaison (if applicable)
 - f. Trade Act representative (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. However, in instances when the layoff has occurred prior to the Rapid Response team being notified or times when the business is not able to accommodate on-site sessions, the sessions are held at the WorkSource Center.
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.

4.6 20 CFR 679.560(b)(10): Coordination with Supportive Services

Describe how the local board will coordinate WIOA Title I workforce investment activities in the local area with the provision of transportation and other appropriate supportive services.

4.6

In Lane County, supportive services is the use of funds to pay for services that are necessary to enable an individual to participate in activities authorized under the Workforce Innovation and Opportunity Act (WIOA) and special grant funds issued by Lane Workforce Partnership. Supportive services may only be provided to eligible individuals who are registered in the State of Oregon's WorkSource Oregon MIS System and who have completed documentation in I-Trac and are specifically enrolled in Individualized Career or Training services. There must be documentation in the participant file in Lane Workforce Partnership's electronic document management system, eBridge, that supports the participant's eligibility and enrollment as well as documentation that they are unable to obtain support services through their own means or through other programs which provide such services. Supportive Services are only allowable when they are necessary to enable eligible individuals to participate or remain in authorized training or job search services.

Supportive Services payments are only to be made in accordance with the Lane Workforce Partnership's Supportive Services Policy. The requirements for Supportive Services are as follows:

- The service is necessary for the participant to successfully complete training and/or career services, which includes job search assistance.
- Supportive services are capped at, and may not exceed, \$1,500 per person. This cap is inclusive of all supportive services and funds combined.

WorkSource Oregon

4.7 WorkSource Oregon/One-Stop Delivery System (Oregon Requirement)

List all WorkSource Oregon (WSO) Centers in the local area and provide for each site the:

- Location (City);
- WSO Center Type (Comprehensive, Affiliate, Partner Site/Specialized);
- List of Partners Represented; and
- Means of Service Availability by each Partner (physically present, direct linkage through technology, or referral only).

Each Center must be consistent with the One-Stop Center definitions and requirements contained in the [One-Stop Certification Policy](#) (including [Attachment A - WSO Centers and Other Sites – Requirements Matrix](#), [Attachment B - One-Stop Center Certification Minimum Requirements](#), [Attachment C - Certification Documentation Requirements](#), and [Attachment D - References.](#)) and the [Memorandum of Understanding and Cost Sharing Policy](#) (and attachments).

4.7

WorkSource Oregon Lane, located in Eugene, is the region’s only comprehensive center. Partners represented in the center include:

Physically Present:

- WIOA Title I – Adult and Dislocated Workers Services, provided by Lane County Health & Human Services under contract with Lane Workforce Partnership
- WIOA Title III – Wagner Peyser – Oregon Employment Department’s Workforce Services
- Easter Seals of Oregon – CSEP Title V Program
- Oregon Employment Department’s Veterans Programs

Direct Linkage and Referral:

- WIOA Title II – Lane Community College
- Department of Human Services
 - Self-Sufficiency Programs
 - Vocational Rehabilitation Programs

Affiliate Centers - All partners listed below have a physical presence in the affiliate center. All affiliate centers have electronic linkage and/or a referral connection to the comprehensive center and all partner services.

WorkSource Oregon McKenzie Center – located in Eugene

- Partners in the center include:
 - DHS Self-Sufficiency Program
 - DHS Vocational Rehabilitation Program

WorkSource Oregon Cottage Grove – located in Cottage Grove

- Partners in the center include:
 - DHS Self-Sufficiency Program
 - DHS Vocational Rehabilitation Program

WorkSource Oregon Florence Center – located in Florence

- Partners in the center include:
 - Oregon Employment Department- Workforce Services
 - WIOA Title I Adult and Dislocated Worker Services

WorkSource Oregon Springfield – located in Springfield

- Partners in the center include:
 - DHS Self-Sufficiency Program
 - DHS Vocational Rehabilitation Program

4.8 One-Stop Operator Procurement (Oregon Requirement)

- A. Identify the One-Stop Operator.
- B. Describe the procedures and timelines for future procurement of a One-Stop Operator consistent with the [One-Stop Operator Procurement Policy](#) (including [Attachment A - Process for Local Workforce Development Boards as One-Stop Operator](#)).

4.8 A.

The current One-Stop Operator is the Oregon Manufacturing Extension Partnership (OMEP).

4.8 B.

The One-Stop Operator is selected through a procurement process. The current procurement is for a four-year period which began during program year 2021/2022. The next procurement is scheduled to be conducted in the Spring of 2025 for a four-year period to begin on July 1, 2025, for Program Year 2025/2026.

4.9 One-Stop Center Certification (Oregon Requirement)

Identify the established procedures for ongoing certification of one-stop centers consistent with [One-Stop Certification Policy](#) (including [Attachment A - WSO Centers and Other Sites – Requirements Matrix](#), [Attachment B - One-Stop Center Certification Minimum Requirements](#), [Attachment C - Certification Documentation Requirements](#), and [Attachment D - References](#)).

4.9

Lane Workforce Partnership follows the State of Oregon guidance and policy for certification of the One-Stop Centers. The most recent certification of the centers was completed during the summer of 2023, which certified the comprehensive and affiliate centers listed above.

In Lane County, the LWP Director of Workforce Programs and the One-Stop Operator are tasked with completing the certification of the centers. The process includes a physical site visit to each of the centers, interviews with center management, and a determination of the types of services available physically, virtually, or through a referral.

4.10 WorkSource Oregon Operational Standards (Oregon Requirement)
A. Do all Comprehensive and Affiliate WSO Centers in the local area provide services that meet or exceed the WorkSource Oregon Operational Standards effective June 9, 2023? B. If not, please describe the strategies to bring WSO Centers into compliance.

4.10 A.

Yes

4.10 B.

N/A

4.11 20 CFR 679.560(b)(11): Improving Service Delivery
Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through WorkSource Oregon (as defined).

4.11

The Local Leadership Team works collaboratively on the alignment of workforce services in Lane County. As a component of WorkSource Oregon Standards implementation, the LLT is consistently working toward continuous process improvement. This includes a review of customer flow, direct participant service delivery, gaps in services, and partner responsibilities as well as trending needs of the local area.

Physical and Programmatic Accessibility

4.12 20 CFR 679.560(b)(5)(iii): Accessibility
A. Describe how entities within WorkSource Oregon (as defined), including one-stop operators and one-stop partners, will comply with 29 CFR, Part 38, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the <u>physical</u> accessibility of facilities, programs

and services, technology, and materials for individuals with disabilities.

- B. Describe how entities within WorkSource Oregon (as defined), including one-stop operators and one-stop partners, will comply with 29 CFR, Part 38, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities.
- C. Considering the response in A. and B., describe how entities with WorkSource Oregon (as defined) provide staff training and support for addressing the needs of individuals with disabilities.

4.12 A.

WorkSource Lane’s Oregon Employment Department’s Area Manager conducts an ADA review of the building for physical accessibility. The Local Leadership Team partners (Oregon Commission for the Blind and Oregon Department of Human Services/Vocational Rehabilitation) support programmatic accessibility.

4.12 B.

LWP and the OED Area Manager regularly assess the accessibility of the facilities, equipment, technology, and materials (including workshop materials) to ensure they are view through the board-adopted equity and inclusion lens and are accessible to all population groups.

4.12 C.

The Department of Vocational Rehabilitation staff support staff in the provision of services in WorkSource Lane. Training sessions are provided as needed on topics related to meeting the needs of individuals with disabilities. Staff are trained in the use of adaptive technology and access to language lines. Staff are also required to attend Trauma Informed Care training.

4.13 20 CFR 679.560(b)(5)(ii): Virtual/Remote Access

Describe how the local board will facilitate access to services provided through WorkSource Oregon (as defined), including in remote areas, through the use of technology and other means.

4.13

LWP certified the DHS offices in Cottage Grove and Springfield as an affiliate WorkSource Center in 2017, thus enabling residents of rural communities to access WorkSource services and attend job search workshops. OED staff is stationed at the affiliate WorkSource Center in Florence and WIOA Title I staff provide services in Florence at least once per week, which includes the expansion of On-the-Job Training services in the rural community.

WorkSource Oregon Lane staff assist rural areas by offering more services virtually, which includes career services, career exploration, development of job search tools, and workshops that are provided state-wide by OED. These services are available from any location across the county in which the customer can access the internet.

All WIOA Title I staff are equipped with technology that allows the to provide services from any location to any location via the internet. Staff have “hot spots” that enable them to access the internet in areas of the county

that remain internet deserts. Staff are using platforms, such as GoToMeeting, to meet with customers virtually. Staff will continue to use virtual services to enable the workforce system to expand services to rural Lane County.

One constraint in Lane County is the lack of awareness and access to services for rural communities and some special population groups. Our solution to this is the development of the Benefits Navigator Consortia, which will be tasked with building awareness and the creation of a referral system.

Section 5: Compliance

Please answer the questions in Section 5 in ten (10) pages or less. Most responses should be staff-driven as each are focused on the organization's compliance with federal or state requirements. Provide a response for all items identified. Required documents can be included as attachments.

Local Board

5.1 20 CFR 679.320: Local Board Membership

(TEGL 27-14, cited in Policy, is no longer active)

Complete the Local Board Membership Roster form provided (same as Attachment C - Local Board Membership Roster Template) consistent with [Oregon WTDB Policy Local Board Membership Criteria](#) (including [Attachment A - Local Board Membership Requirements](#), [Attachment B - LWDB Membership Calculator \(Excel\)](#), [Attachment C - Local Board Membership Roster \(template\) \(updated 11/1/2021\)](#), and [Attachment D - References](#)). Submit the Local Board Membership Roster form as an attachment.

5.2 20 CFR 679.320: Local Board Membership Policy

(TEGL 27-14, cited in Policy, is no longer active)

Submit as an attachment the local board policy and process for nomination and appointment of board members compliant with [Oregon WTDB Policy Local Board Membership Criteria](#) (including [Attachment A - Local Board Membership Requirements](#), [Attachment B - LWDB Membership Calculator \(Excel\)](#), [Attachment C - Local Board Membership Roster \(template\) \(updated 11/1/2021\)](#), and [Attachment D - References](#)).

5.3 20 CFR 679.310(a): Local Board Certification

Complete Local Workforce Development Board Certification Request form provided (available in October 2023 through Basecamp) consistent with [WIOA Title I Policy Appointment and Certification of Local Workforce Development Boards](#) (including [Attachment A - LWDB Certification Request Letter Template](#), [Attachment B - LWDB Board Certification Process](#), and [Attachment C - References](#)). Submit the Local Workforce Development Board Certification Request form as an attachment.

5.4 Equal Opportunity Officer (Oregon Requirement)

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

5.4

Cindy Perry, Director of Workforce Programs. Lane Workforce Partnership. 1401 Willamette St., Second Floor, Eugene, OR 97401. 541-255-8116 / cindy@laneworkforce.org

5.5 Local Board Documents (Oregon Requirement)

Provide completed copies of the following local board approval forms as an attachment:

- Statement of Concurrence
- Partner Statement of Agreement
- Assurances

WIOA compliant versions of these documents are available in October 2023 through Basecamp.

Required Elements

5.6 20 CFR 679.560(b)(14): Responsible Entity for Grant Fund Disbursement

Identify the entity responsible for the disbursement of grant funds described in 20 CFR 679.420, as determined by the chief elected official or the Governor under the same section (20 CFR 679.420).

5.6

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

5.7 20 CFR 679.560(b)(15): Competitive Process for Subgrants

- A. Describe how the local board remains a neutral broker of adult, dislocated worker, and youth services consistent with [Oregon Executive Order 13-08](#) by describing the competitive process that will be used to award subgrants and contracts for WIOA Title I activities.
- B. Submit an organization chart as an attachment that depicts a clear separation of duties between the board and service provision.
- C. Provide the current names of contracted organizations and the duration of each contract for WIOA Title I Adult, Dislocated Worker, and Youth services.

5.7 A.

LWP uses a competitive procurement process to select its service providers and One-Stop Operator. The service provider's procurements are for a five-year period and the One-Stop Operator Procurement is for a four-year period. Contracts are written for a one-year period with the option to extend the agreements for four additional one-year periods (three additional one-year periods for the One-Stop Operator) based on meeting performance outcomes, monitoring results, available funding, and legislative developments.

5.7 B.

See attached organizational charts.

5.7 C.

Lane Workforce Partnership is in contract with Connected Lane County for the provision of Youth formula funded program services until June 30, 2025. LWP intends to issue a request for proposal for youth formula funded services in the spring of 2025. LWP plans to release a request for proposal in the spring of 2025 for youth formula funded services for contracts that begin July 1, 2025.

Lane Workforce Partnership is in contract with Lane County Health and Human Services for the delivery of WIOA adult and dislocated worker formula funded program services until June 30, 2026. LWP is currently planning to release a request for proposals for adult/DW formula funded services in the spring of 2026 for contracts that begin July 1, 2026.

Lane Workforce Partnership is in contract with the Oregon Manufacturing Extension Partnership (OMEP) for the provision of One-Stop Operator services until June 30, 2025. LWP is preparing to release a request for proposals for the One-Stop Operator in the spring of 2025 for contracts that begin July 1, 2025.

5.8 20 CFR 679.560(b)(12): WIOA Title II Application Review

Describe how the local board will carry out the review of local applications submitted under Title II consistent with 20 CFR 679.370(n)(1).

5.8

The local Title II provider is on the local workforce board and participated in the local workforce strategic planning session. In addition to those activities described above that cross both secondary and post-secondary education, 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.

5.9 20 CFR 679.560(b)(13): Local Cooperative Agreements

Submit as an attachment executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in WorkSource Oregon (as defined) to enhance the provision of services to individuals with disabilities and 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 consistent with 20 CFR 679.370(n)(3).

See attached: Memorandum of Understanding between required partners.

5.10 20 CFR 679.560(b)(5)(iv): Memorandum of Understanding and Infrastructure Funding Agreement

Describe the roles and resource contributions of the WorkSource Oregon partners by providing as an attachment the current Memorandum of Understanding and Infrastructure Funding Agreement for the local area.

5.11 20 CFR 679.560(b)(16): Negotiated Performance

Provide as an attachment, the local levels of performance negotiated with the Governor and chief elected official consistent with 20 CFR 677.205-230, to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the WorkSource Oregon delivery system in the local area.

5.12 20 CFR 679.560(b)(21): Priority of Service

Describe the direction given by the Governor ([WTDB Priority of Service Policy](#)) and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and 20 CFR 680.600.

5.12

Lane Workforce Partnership's Priority of Service Policy, found [here](#) aligns with WIOA regulations and state policy to ensure priority of service requirements are met.

5.13 20 CFR 679.560(b)(19): Public Comment Period

Describe the process used by the local board, consistent with 20 CFR 679.550(b), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations.

5.13

Lane Workforce Partnership conducted five community focus group meetings to solicit community input for the development of the Board's 2024 – 2028 Strategic Plan. These meetings, attended by diverse community stakeholders, were hosted in three rural communities (Junction City, Florence, Cottage Grove) and two metro communities (Eugene, Springfield) within Lane County.

The 2024 – 2028 Local Plan was published on Lane Workforce Partnership's website for a 30-day period beginning January 28, 2024. An announcement regarding the 30-day public comment period was posted across all of Lane Workforce Partnership's social media platforms and included in various local media outlets .

5.14 Compliance Concerns (Oregon Requirement)

State any concerns the local board has with ensuring the compliance components listed below are in place. 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
- 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, determination of an insufficient number of eligible training providers in the local area (if applicable), 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

5.14

The local board has no compliance concerns.