

Lane Workforce Partnership Workforce System Year-End Performance Report

July 1, 2020 – June 30, 2021

System performance partners include:

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

Introduction:

Lane Workforce Partnership (LWP) is the designated local Workforce Development Board for Lane County Oregon. The local board is charged with making targeted investments in the community, utilizing federal workforce funds in line with its mission: *To meet the workforce needs of employers and individuals through partnership and innovation.*

This report is a compilation of outcomes achieved through two primary investments in Lane County: 1) **Adult and Dislocated workforce services**; and 2) **At-Risk Youth/Young Adult programs**.

WorkSource Lane is the primary location in which Lane Workforce Partnership invests federal funds to deliver employment services to adults and dislocated workers. Lane Workforce Partnership Board has distributed \$1,157,704.85 to Lane County Health and Human Services for the period of July 1, 2020 through June 30, 2021 for program services throughout Lane County.

In addition to the funds invested by Lane Workforce Partnership, the following partners invest funds and resources each year through a committed partnership to create a strong workforce system for Lane County:

- Department of Human Services
 - Self-sufficiency Programs
 - Vocational Rehabilitation Services
- Lane Community College
- Oregon Employment Department

LWP contracts with local youth service providers to serve at-risk youth and young adults in Lane County. The primary focus of these investments is to create or expand programs that will increase the graduation rates, connect youth to higher education opportunities, and expand work experience opportunities. LWP invested \$614,754 in federal funds targeted to serving at-risk youth through contracts with the following providers:

- Connected Lane County (Bethel School District, Eugene 4J School District, Looking Glass, South Lane)
- Lane County Department of Youth Services
- Marcola School District

During the development of the 2020-2024 local strategic plan, specific goals and strategic objectives were developed to align the work of the LWP with the work of Oregon Workforce and Talent Development Board within the context of Lane County's local economic and workforce environment.

**Year-End Performance Report
July 1, 2020 – June 30, 2021**

This report serves as documentation of the effectiveness of workforce development services, and the implementation of the Local Strategic Plan. Elements from this report, which demonstrate the effectiveness of the workforce program and investment impacts will be updated semi-annually and posted on the Lane Workforce Partnership’s website.

Program Year 2020/2021 Goals and Progress Measures

Goal 1: Prepare workers for self-sufficiency employment in a new and changing economy.

Strategies:

1. Analyze worker self-sufficiency data driven by systemic challenges (e.g., housing, childcare, legislative policy).
2. Be the community voice for individual workers seeking self-sufficiency employment.
3. Broker relationships to create solutions to address identified systemic challenges.
4. Build capacity to support innovative solutions by seeking incremental funds for investment.

Progress Measures:

- Employers report that they have a qualified applicant pool
- LWP meets or exceeds goals for entered employment and retention
- Fund development
- Analysis of economic progress will be evidenced in the State of the Workforce Report published in 2020 and 2022

Employers report that they have a qualified applicant pool

Business Customer Satisfaction Survey - July 1 2020 – June 30, 2021

As a result of the services you received at WorkSource Lane, did you hire one or more new employee(s)?	
Yes	6 / 16%
No	30 / 81%
Don't Know	1 / 3%
Total Responses:	37

How satisfied were you with the person(s) you hired?	
Very Satisfied	4 / 67%
Somewhat Satisfied	2 / 33%
Somewhat Dissatisfied	0 / 0%
Very Dissatisfied	0 / 0%
Total Responses:	6

Source: Oregon Employment Department, qualityinfo.org

LWP meets or exceeds goals for entered employment and retention

Explanation of this measure: The official definition of Entered Employment Rate is defined as Employed at the Second Quarter After Exit. Those who were employed at the time of exit from our programs may not have documented employment during the second quarter after they exited.

The table below includes all individuals who received any type of career and training services in WIOA programs. Detailed outcome information on LWP training programs can be found further down in this report.

During this past year, the workforce system was disrupted by the COVID-19 Pandemic. This disruption had a negative impact on our economy overall and was reflected in the Entered Employment outcome measures when we produced the Mid-year report. The system has realized tremendous improvement over the past six months. Each of the workforce program's entered employment rate currently exceed goal.

WIOA Entered Employment Rate

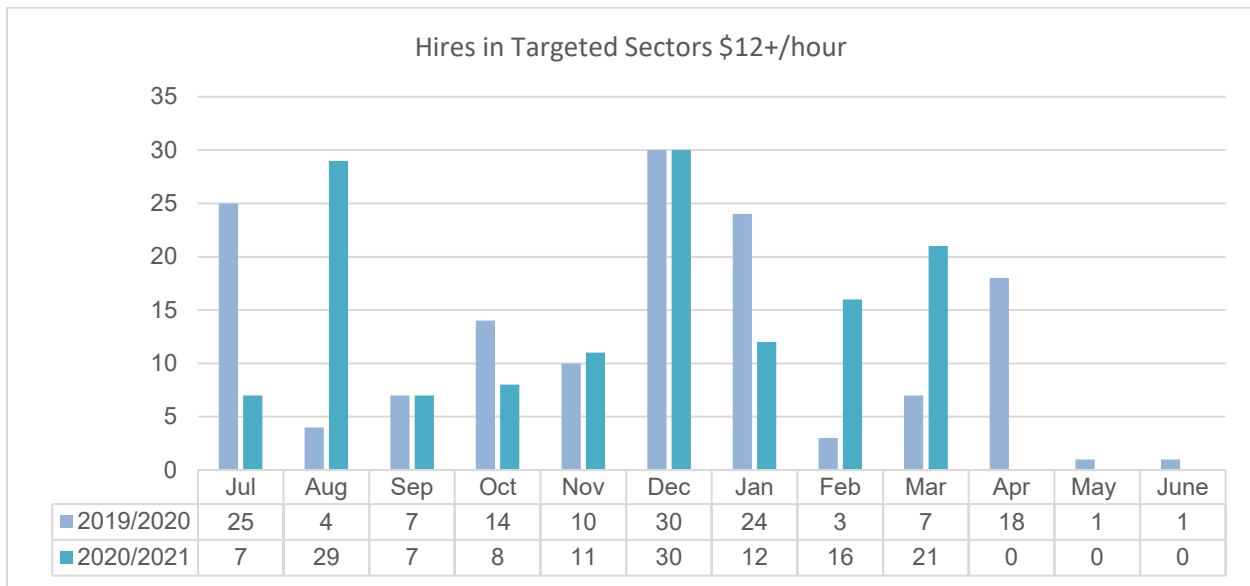
Program	Goal	Mid-Year	Annual	% of Goal
Adult	71.4%	46.5%	72.8%	102%
DW	71.4%	48.7%	72.8%	102%
Youth	63.5%	67.11%	68.4%	108%

WorkSource Lane High Wage Recruitment Opportunities in Targeted Sectors

	Number Served*
# of job listings in iMatchSkills (wages \$12.00 and above)	Total:2,383(442employers)
Health Care:	314
Manufacturing (includes food & beverage):	335
Construction/Mining:	108
Information Technology:	5
# of job seekers placed in targeted industries:	136 individuals 141 placements

*Based on listing open date and listings with wage equal to or greater than \$12 per hour. Employers NAICS code was used to identify targeted sectors.

**Job Seekers Placed in Target Industries by Month
7/1/2020 – 6/30/2021 vs. 7/1/2019 – 6/30/2020***



*Hires in targeted sectors are based on the result date of the referrals. Only listings within the targeted sectors and with a wage of \$12 or more were included. Listings without wage information or wage \$999 per hour were excluded (NLx listings).

Fund Development

PY 2020/2021 Fund Development

Grant Name	Grantor	Date	Amount of Request	Result
Education Stabilization Fund – Reimagine Workforce Preparation Grants	Department of Education – we were a partner in the State of Oregon Proposal	July 2020	--	Not selected
Equitable & Resilient Recovery Grant Program	Sorenson Impact Foundation	August 2020	\$229,831	Not Selected
H-1B Visa Healthcare	DOL	October 2020	\$2,500,000	Not Selected
Dislocated Worker Grant – Wild Fire	State of Oregon/DOL	October 2020	\$4.9 Million – initial award \$1.6 Million	Awarded
YouthBuild	DOL	February 2021	\$1,099,999	Not Selected

Goal 2: Connect individuals to education, skill-building and employment opportunities in occupations most impacted.

Strategies:

1. Invest in training programs, including on-the-job training, apprenticeship and customized training focused on replacement opportunities for youth/young adults in jobs most impacted by retirement and other types of projected worker shortages.
2. Analyze the impact of AI/technology on worker displacement.
3. Invest in career pathway models.

Progress Measures:

- Training investments (All Partners' Programs)
- State employment data indicates a decrease in replacement openings due to retirements
- Analysis of the impact of AI/technology on worker displacement will be evidenced in the State of the Workforce Report for 2022

Training Investments (All Partners' Programs)

WorkSource Lane Workforce Innovation and Opportunity Act Scholarship Award

Measure	Goal	Number/Percent Achieved
# of training scholarships awarded	25	32 / 128% of goal
# of training scholarships awarded by industry		Health Care: 11 Truck Driving: 16 Information: 1 Manufacturing: 2 Other: 2
# of individuals completing training	25	26 / 104%
# and % of training completers placed in training related employment	25	25 / 100%

WorkSource Lane On-the-Job Training Program (OJT)

Measure	Number Served
# of OJT placements	58
# of businesses with OJT	16
# OJT placements with new businesses	3
# of OJT placements by target industry	Health Care: 8 Information: 10 Manufacturing: 18 Construction/Aggregate: 11 Other: 11
# of OJT placements \$12/hr or more, \$15/hr or more, \$17/hr or more, and \$20/hr or more	\$12: n/a \$15 - \$16.99: 31/58 \$17 - \$19.99: 12/58 \$20+: 15/58

Workforce Partner Investments

Department of Human Services – JOBS Program

Measure	Total
# of JOBS Plus placements	19
# of businesses participating in JOBS Plus	10
# of work experience placements	23
# of businesses participating in work experience	13

Lane Community College – Title II

Measure	Total
# of individuals achieving an increase in skill gains in reading	*
# of individuals achieving an increase in skill gains in math	*
# of individuals earning a GED	42

*unable to test due to COVID-19

Special Projects:

Layoff Aversion Program – SHINE

The goals of the SHINE program are to keep businesses from closing, and/or laying off employees while shoring up their profitability. Helping businesses stay viable in the current economy saves jobs, and continues to generate tax revenue, along with the overall contributions to the community as a whole. The SHINE program is operated by the Madrona Group under contract with LWP. The performance target of the program is to assist 24 businesses over a two-year period. SHINE was on track to reach this goal prior to the start of the COVID-19 Pandemic. The Pandemic created an environment in which businesses needed funding support to stay in operation, which was outside the scope of SHINE.

During the last half of PY 2019/2020, LWP used layoff aversion funds to provide small businesses in Lane County with a limited amount of support for expenses such as PPE, sanitation supplies, payroll, and facilities costs. The intent was to assist businesses through the initial disruption of closures related to the Pandemic. In November 2020, LWP was able to assist additional businesses with a small amount of funding from the state and prioritized women, minority, and veteran owned businesses. In addition to those businesses we were able to support, there were 13 businesses applicants that did not meet this priority funding category, but were able to demonstrate their need for assistance. With approval from the state, LWP was able to re-purpose layoff aversion funding dedicated to the SHINE program to assist these 13 businesses with the stipulation that they receive at least one consulting service from SHINE. The program is continuing to reach out to these businesses. SHINE reached out to these businesses, but found a lack of need for their expertise.

Now that business is on the up-swing, staff will explore investing Layoff Aversion funds in On-the-Job Training to assist Lane County businesses in their recovery from the Pandemic.

Discard Upcycling/ Viking Textile Makers Hub

The owner and operator of Discard Upcycling, Mitra Gruwell, in partnership with Viking Sewing, Vacuum Spa and Stove, and an investment from LWP, came together to launch Viking Textile Maker Hub (VTMH). The Textile Maker Hub business infrastructure provides a professional workspace with the needed equipment that will allow sewists flexible times to do alterations, textile repairs, and practice their craft. The Textile Maker Hub also offers access to a variety of industrial and specialized sewing machines for teaching classes, projects, and operating small independent manufacturing businesses. INSEAM, a program developed and launched in Scappoose, OR has proven success in the development of a training curriculum that can teach students and our future workforce basic skills and safety protocols being sought out by our local textile manufacturing businesses. INSEAM assisted in the development of the industry recognized sewing training program that launched Spring 2021 at the Viking Textile Maker Hub.

Since the launch, improvements and accommodations have been made to support the activities, needs, and projected growth of this initiative utilizing funds awarded from the Department of Environmental Quality (DEQ) Repair and Reuse grant. There are a total of four instructors. All instructors have completed a 48 hour train the trainer course on the set curriculum. Currently the space is offering monthly classes with various different times to accommodate different schedules. 13 people have received training since the program launched. Industry is being engaged to better understand the specific needs of our local manufactures as well as to identify opportunities and challenges that this sector faces now and into the future.

COVID-19 DWG – During times of natural disasters, the federal government may declare the disaster an emergency. Dislocated Worker Grants (DWG) can then be awarded by the Department of Labor (DOL) to assist the disaster area in restoration and recovery. Nation-wide, the COVID-19 Pandemic was declared to be an emergency, which then triggered funding to be allocated to each state and from states to local Workforce Development Boards.

LWP received \$241,680 to assist with employment recovery and \$241,680 to assist with disaster recovery for a total of \$483,362.

The employment recovery Dislocated Worker Grant funds are being used to provide employment and training services to 200 dislocated workers with priority given to those who have lost their jobs because of the COVID-19 Pandemic. These services are being provided through WorkSource Lane to those who are able to participate in virtual or phone services. For those who are in need of in-person services, Lane County Health & Human Services workforce staff are meeting customers by appointment at the Eugene City Library. 77 individuals were enrolled in this grant through June 30, 2021. [Note: The Lane WorkSource Center re-opened for in-person services, by appointment in June 2021.]

The disaster recovery assistance funds are being used to provide humanitarian assistance through a contract with Lane County Health and Human Services. The goal is to employ humanitarian workers who are able to reach out to our most vulnerable populations to provide information and resources designed to ensure their safety. There were four humanitarian workers hired by H&HS through June 30, 2021.

Fire DWG –The State of Oregon was awarded a DWG from DOL in response to the devastating wild fires during the summer and early fall of 2020. LWP has been awarded \$4.9 million in funding, in which we have received the initial increment of \$1.6M with the stipulation that the funds must be expended and initial performance met to receive the balance of the award. The purpose of the funds is to assist the impacted communities in Lane County with fire restoration, recovery, and cleanup efforts.

LWP released an application for community stakeholders to request funds which they may use to employ humanitarian workers or work crews whose sole purpose will be to work on projects related to fire restoration, recovery, and clean-up. This past year, LWP entered into Service Agreements with:

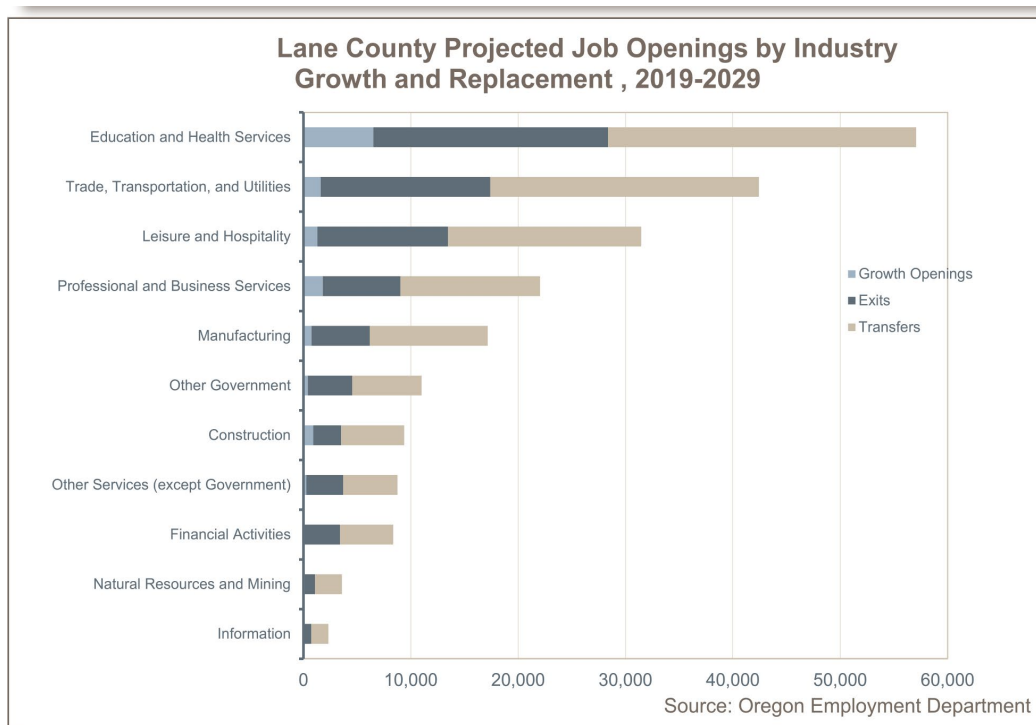
- McKenzie Community Development Corporation – Humanitarian Workers
- Love First – Humanitarian Workers
- North West Youth Corps – Fire Restoration and Clean-up

There were 48 individuals enrolled and receiving career services through June 30, 2021.

State Employment Data Indicates a Decrease in replacement openings due to retirements

Research Impact of Aging/Retiring Workforce

In partnership with Oregon Employment Department’s economist, Lane Workforce Partnership staff published the 2020 State of the Workforce Report for Lane County. This report outlines the impact of the aging workforce in Lane County as well as the industries that are expected to have a large number of replacement job openings. Replacement openings are often a result of retirements.



Utilize On-the-Job Training (OJT) and customized training in companies with high retirement projections

WorkSource Lane Personalized Services for Job Seekers in Targeted Industries

	Number Served July 1, 2020 – June 30, 2021
Total number of WorkSource Lane customers who received personalized services to support their job search and access to talent development and skill training opportunities.	2,698*

*Number of individuals that received a staff assisted service

Goal 3: Prepare our youth for future employment.

Strategies:

1. Invest in proven strategies and partner with successful youth programs to better align industry and education to increase student access to work opportunities.
2. Be the community voice to improve policy makers understanding/willingness to remove apprenticeship pipeline barriers.

Progress Measures:

- Create and track outcomes for multiple Lane County industry awareness and work-based opportunities for middle/high school and community college students.
- Identify individual sector’s apprenticeship barriers and chart progress of measurable results to overcome these barriers.

Connect Industry Workforce Needs to Education – LWP partners with **Elevate Lane County** to coordinate industry awareness for students, teacher externships, and work-based learning opportunities.

Measure	Number Served
# of Lane County students participating in industry tours. 2020/2021 industry tours were conducted virtually and saved to several social media platforms.	491 students registered 1,402 views on YouTube + 3,294 views on FaceBook
# of participating industry sectors	21 (Construction/Aggregate; Technology; Food and Beverage Manufacturing; Finance; Financial Services – Insurance; Heavy Equipment Manufacturing; Wood Products Manufacturing, Healthcare; Automotive; Culinary; Education; Early Childhood Education; Energy Management; Visual Arts; Media Arts; Natural Resources/Conservation; Aviation; Manufacturing; Sports)
# of Lane County schools participating in industry tours	27
# of Lane County students participating in the 2020 Middle School Career Expo	492
# of Lane County schools that participated in the 2020 Middle School Career Expo	11
# of Lane County students participating in 2021 Hiring Fair	120
# of Lane County schools participating in 2021 Hiring Fair	21
# of students participating in job shadows	65
# of students participating in a mentorship with industry	31
# of high school teachers participating in an externship	10
Industry sectors participating in externships	Manufacturing; Technology; Business/Finance; Natural Resources; Agriculture; Public Sector

School Presentations:	11	
	# of students: 495	# of high schools: 2
	# of middle schools: 2	# of industry reps: 10 (Construction; Culinary; Healthcare; Art; Business; Marketing)
# of Lane County students participating in professional skill building Webinars – The “Working Wednesday” webinar series features a new panel of local professionals from a variety of industries every Wednesday. Each week, they focus on one of the New World of Work’s top professional skills – adaptability, collaboration, self-awareness, social diversity, and communication. As a panel, they dissect the skill learned, how it applies in their respective industry, learn tools to strengthen the skills, and discuss its importance in a variety of professional settings.		611 + 197 views on YouTube
# of participating industry reps in webinars		30
# of Lane County schools participating in webinars		36
# of Lane County students participating in Financial Foundations courses		244
# of Lane County students participating in student showcases (codeORcreate or MarketingJam)		67
# of WIOA Youth/Young Adults served during PY 2020 – 2021		278
% of WIOA Youth/Young Adults who are in education or employment in the 2 nd quarter after exit		77.63%

Youth Testimonials

“I’ve received assistance with clothing, food, and work when I needed it most. The program definitely put me in a better spot to feel comfortable tackling and overcoming my challenges in the adult world. Having access to these extra resources has helped me in various places but mostly has been a strong support in reaching the goals I have set for myself.” – Ben

“My biggest success recently has been getting back into school and getting job experience.” – Danielle

“I am constantly surprised and grateful for how much support this program provides.” - Tarina

Increase WIOA Youth/Young Adult Paid Work Experience Opportunities

Measure	2019/2020	2020/2021*
# of WIOA youth/young adult participating in a work experience	86	41
# of youth/young adult who complete an internship with occupational skill gains and achieve positive evaluations	33	7

* Due to the COVID-19 pandemic and all the restrictions placed on businesses/organizations throughout the program year, it was very difficult to place WIOA youth/young adults in work experiences and internships.

Youth Testimonials

“I really needed someone to help me get back on my feet. The staff and this program allowed me to get in at Goodwill and work, save money and learn to be an employee”. – Autumn

“This experience has helped me get my feet into my career pathway. Now I have connections and they have showed me how to be a good employee”. – Jabin

*“Work Experiences have been really helpful for me to investigate career options and work environments.”
- Colby*

Goal 4: Catalyze the community around diversity, equity and inclusion (DEI) to expand workforce leadership and participation opportunities for all.

Strategies:

1. Be a catalyst for systemic change that raises DEI to the level of sector strategy.
2. Convene an advisory board as a model of DEI leadership.
3. Invest in workforce board training to understand unconscious bias and to lead by example.
4. Embed DEI in all LWP policies.

Progress Measures:

- Increase service utilization among targeted populations
- All LWP policies will contain DEI and Equity Lens language and requirements
- LWP staff and Board members diversity, equity, and inclusion training as well as the establishment of an advisory board

Every two years, LWP releases a State of the Workforce Report. This report provides readers with information about the current state of Lane County’s economy. The 2020 State of the Workforce Report presents information about our economy and the impacts that the COVID-19 Pandemic has had. The report also explores critical issues we are facing today, such as the childcare desert and the gaps in educational achievement and their impacts on our future workforce. In addition, Lane’s Workforce Development Board set new goals in our 2020 – 2024 Strategic Plan that focus on Equity and Inclusion. The 2020 State of the Workforce Report explores this topic in terms of women in the workforce and the economic conditions faced by those living in our rural communities.

Per data provided by Shift Bias, diverse organizations have on average 83% higher productivity and 19% higher gross revenue. We also know that on average 57% of employees that leave a company would have stayed if decision-makers had taken the steps to make the company culture more inclusive. Achieving equity means looking at systems that are more likely to negatively impact marginalized groups and addressing them so that everyone in Lane County can thrive. We as a board are focused on this important goal because the board and LWP staff see this goal as part of an effort to help everyone who works, lives, and plays in Lane County feel that they belong and add value to our present and future.

- [2020 State of the Workforce Report](#)

Each year, LWP reviews and updates its policies and procedures to ensure they are current and meet the requirements of federal and state legislation. These policies are also developed to align with the goals set by the Workforce Development Board. Lane Workforce Partnership’s current policies and procedures can be found on our website.

- [Lane Workforce Partnership Policies](#)

Increase Service Utilization Among Targeted Populations

Targeted Outreach Activities

The Equity and Inclusion Task Team set a priority around increasing outreach activities to under-represented populations for services available at WorkSource Lane, specifically WIOA training scholarship opportunities. Staff created and implemented the outreach plan.

Scholarship Application Completed						
	Minority Groups	50+	Veterans	Women	Disabilities	Offenders
2018/2019	9 (21%)	9 (21%)	4 (9%)	28 (65%)	5 (12%)	8 (19%)
2019/2020	10 (24%)	7 (17%)	2 (5%)	20 (49%)	2 (5%)	7 (17%)
2020/2021	12 (29%)	12 (29%)	3 (7%)	22 (54%)	3 (7%)	6 (15%)

Scholarship Application Awarded						
	Minority Groups	50+	Veterans	Women	Disabilities	Offenders
2018/2019	6 (20%)	5 (17%)	3 (10%)	20 (67%)	2 (7%)	6 (20%)
2019/2020	5 (19%)	4 (15%)	1 (4%)	13 (48%)	2 (7%)	5 (19%)
2020/2021	9 (28%)	11 (34%)	3 (9%)	15 (47%)	1 (3%)	4 (12.5%)

Demographics of Populations Served through WorkSource Lane*
Eugene and Florence

Measure		
# of disabled individuals served	376	14%
# of minority populations served (e.g., Hispanic, Native American, Asian, Pacific Islander, African American)	735	27%
# of individuals 45 – 54	494	18%
# of individuals 55+ served	516	19%
# of Veterans served	173	6%
# of Veterans placed in employment	***	NA**
# of disabled Veterans placed in employment	***	NA**

*Based on services provided date.

**Veteran employment information is based on OARS report and the reported data of obtained employment does not align with service provided date. Placement date is based on the quarterly UI wage match after job seeker exits from program. Because the numbers have different bases, cannot use % of customers served and placements made.
 ***This data is not currently available.

Demographics of Populations Served through Lane Community College – Title II

Measure		
# and % of disabled individuals served	91	8%
# and % of minority populations served	422	37%
# and % of individuals ages 50+ served	185	16%
# and % of ex-offenders served	53	4%
# of Veterans served	5	<.01%

Vocational Rehabilitation Services Workforce Metrics

Measure	Number Served
Total number served 7/1/20 – 12/31/20	1,768
Total number entering IPE	409
Total number with Employment Outcome	235

“IPE” means an Individualized Plan for Employment. This is a written plan outlining an individual's employment goal, and the services to be provided to reach the goal. An IPE, which is very client specific can take anywhere from 1 day to 5 years to complete depending on the complexity and/or training objectives identified within the plan.

“Employment Outcome” means that the person with a disability has obtained a job, all accommodations are in place, the job is going well, and the individual has maintained that employment for a minimum of 90 days and the job is not expected to end in the foreseeable future.

Increase Services for Women, Veterans, and Minorities

Several years ago, LWP released our equity lens. This lens it designed to help us make decisions about funding, policy, and program design. This past year has been an exceptionally difficult one for women, minorities, and those amongst our most vulnerable populations. We know from data and reports that these communities were the hardest hit by the COVID-19 Pandemic. The 2020 State of the Workforce Report addresses some of these challenges. As we move forward into the new year, Lane Workforce Partnership is focusing on the creation of programs that lift up these populations. The report is also designed to provide information to our community partners so that as they are working on fund development or the creation of new programs, they have the most current information they need to make informed decisions about the constraints women, veterans, and minorities face.

Increase Services for Rural Communities

This past year, LWP submitted two grant proposals that focused on increasing opportunities for those who live in our rural communities. While neither was successful in securing funding, both provide foundational information to help us understand the needs of our rural communities and strategies we can deploy to increase access to services for these residents. LWP will continue to engage our partners in this work. The 2020 State of the Workforce Report addresses the economic challenges of our rural areas, and while the COVID-19 Pandemic has been devastating, it has also presented new opportunities for those

who live in rural areas. With the increase in working virtually, the idea that people no longer need to live where they work, but can work where they live is gaining momentum. This momentum is opening doors for our rural communities and presenting opportunities for skill building and employment in occupations that pay well.

Goal 5: Align strategic partnerships to expand our collective capacity to address systemic workforce challenges.

Strategies:

1. Continue to invest in sector strategy work.
2. Analyze impacts of technology on industry employment and on workforce training.
3. Identify and share job skills with current and emerging workforce.
4. Analyze, gather, and disseminate projected data about job evolution/changes/growth.
5. Be the voice to create understanding of self-sufficient wages in our community.

Progress Measures:

- Annual investments specific to each industry sector
- 2022 State of the Workforce Report will include analysis of technology and artificial intelligence impacts on the workforce as well as job evolution and self-sufficient wage data for Lane County

Of the \$95,000 budgeted for direct investments in our Targeted Sectors for 2020-2021, the following investments were made through 6/30/2021:

Targeted Sectors	Funds Expended
Tech Sector (TAO)	\$16,000
Food and Beverage (Season to Taste)	\$12,500
Creative (Discard Upcycling)	\$59,250
ALL (Open for Business/Next Gen Training/VR DEI Training)	\$7,250
TOTAL	\$95,000

Continue Sector Strategy Work

Sector Strategies are business led partnerships primarily funded by the Workforce Innovation and Opportunity Act (WIOA). These funds are workforce investments for talent development, job creation, and business competitiveness. Lane County’s targeted sectors are: Technology, Food & Beverage Manufacturing, Wood Products, Construction - Aggregate, and the most recently launched Creative Sector Strategy initiative. The targeted sectors not only have above average wages for Lane County but they also forecasted to have a large number of openings in the future.

[Next Generation Sector Partnerships](#) is an initiative by the Institute for Networked Communities (INC). For several years now, they have closely partnered with our region to develop and curate best practices and tools to support the work of our sector partnerships and those across the country. We are incessantly learning, evolving and developing strategies, strengthening necessary relationships, and activating initiatives that support the growth and sustainability of our diverse economy. Through our involvement we have successfully built systems and capacity to ensure businesses have the skilled workforce necessary to innovate and grow, and that workers and job seekers in the county have the skills to take advantage of employment pathways and opportunities.

Key strategic goals for this partnership:

- Identify our growth edge as strategists and leads;
- Activate cross- sector collaboration opportunities;
- Establish commitments on how we want to continue to measure our success;
- Dive into practices and strategies that haven't been launched or developed yet.

Technology:

[The Technology Association of Oregon](#) (TAO) is the force behind our regional tech industry - supporting entrepreneurs, connecting peers and decision makers, and helping establish the Northwest as a global hub for innovation. They do that through industry promotion, advocacy, talent development, and building professional networks. In July 2020, Sally Bell was hired as TAO's new Vice President & Executive Director of the Southern Willamette Valley.

Key strategic goals for the Tech sector in Lane County:

- Advocate and drive innovative curriculum in K-12 and higher education;
- Develop programs and initiatives for talent development and retention;
- Increase industry collaboration to make Lane County a top tech hub;
- Create avenues for the tech sector to make localized social impact;
- Engage and support tech and tech enabled companies throughout the Southern Willamette Valley.

Lane Workforce Partnership sponsored and partnered on several events that enabled greater connectivity and support through the challenges over the past year. Events included: Hack for a Cause (held virtually), Experience Oregon Tech, Return to Work forum, and two Southern Willamette Valley Member Mixers.

Lane Workforce Partnership together with TAO launched a cultural intelligence workshop facilitated by Anna Boyer with Anna Boyer Consulting LLC; Leading with Cultural Intelligence (CQ). The six-week course focuses on topics like: why culture matters, cultural values, CQ assessment results overview, unconscious bias, inclusive leadership, and the development of a CQ action plan. The training includes taking a CQ assessment and two additional follow-up sessions to touch base with participants, offer peer to peer relationship building, and support as they use the tools, knowledge, and skills learned. Thirteen HR directors and those with hiring authority, across a variety of sectors participated in this cohort.

Food and Beverage Manufacturing:

The Lane County Food and Beverage Sector Strategy led by [Eugene's Table](#) helps mobilize collaborative development projects, promote regional products and values, and creates opportunities to share knowledge and resources to solidify Lane County as a hub for diverse food and beverage companies. In 2020, [Oregon Business](#) published a feature story highlighting Eugene's Table and the work that went into launching Oregon's first regional food and beverage manufacturing partnership.

Key strategic goals for the Food and Beverage Manufacturing sector in Lane County:

- Develop shared resources for local industry to help start-up businesses, keep and grow existing businesses, and attract new businesses;
- Advance equitable outcomes for BIPOC owned (Black, Indigenous and people of color) and other socio-economically disadvantaged businesses;
- Strengthen the region's brand and amplify marketing for local businesses;
- Build a stronger workforce by aligning curriculum at local high schools and colleges and raising awareness of food and beverage careers;

- Advocate for public policy and regulations that supports industry success. Increase collaboration across the industry.

In partnership with Northwest Food Solutions and Knowledge Waits Consulting, a sponsorship was awarded to launch the first Growing People education program in Lane County. 11 professionals from seven companies participated in over 300 hours of learning, hands-on analysis, and problem solving. The goal of this program is to provide real world education to inspire, inform and engage aspiring employee leaders from food and beverage manufacturing companies in Lane County. Post workshop survey results revealed participants are already putting their new knowledge into practice at their companies and the workshops have provided them with the tools to continue to develop improvements in their workplace in the future.

Construction – Aggregate:

In response to industry demand, Lane Workforce Partnership was asked to convene and facilitate the Lane County Construction - Aggregate (C-A) Workgroup. This workgroup was formed in January 2016 and has continued to gain attention and participation from industry, education, and community partners.

Key strategic goals for the Construction-Aggregate sector in Lane County:

- Create industry awareness for younger workers;
- Identify/problem-solve workforce issues related to recruitment of an emerging workforce;
- Discuss how to make connections with Lane County Middle/High Schools, Lane Community College (LCC), and collaborations with local workforce agencies;
- Support Career Technical Education (CTE) and expand and promoted trade opportunities.

As with all sector work, COVID impacted the progress of partnerships to achieve workforce goals. The C-A sector relied on the multiple experiences (most of which were virtual) that Connected Lane County was able to provide during school year 2020-21. These experiences, which were available to all Lane County students, included:

- Construction-Aggregate companies hosted virtual industry tours.
- Construction-Aggregate companies participated in the Middle School Career Day and High School Hiring Fair.
- Construction-Aggregate companies offered mentorship and job shadow opportunities.
- Lane County CTE instructors were able to participate in paid teacher externships.

Behind the scenes, the C-A sector helped to create the Trades Skills Fundamentals (TSF) curriculum. The TSF course offers basic construction concepts to students through 10 accredited modules. The curriculum has been adopted by all 16 Lane County School Districts and Lane Community College as the standard starter construction course. Students who complete TSF are able to demonstrate these work competencies as they apply for entry-level construction work or transition into specialized trades opportunities.

Wood Products:

During the COVID-19 pandemic and while some of our largest sectors experienced workforce interruption and/or business closures, the wood products sector experienced a surge in business and workforce needs.

In partnership with the Business Service Team at WorkSource Lane, efforts were mobilized to help identify dislocated workers in industries affected by the pandemic by engaging and connecting interested candidates and translating the transferrable skills to support their career transition.

Key strategic goals for the Wood Products Sector in Lane County:

- Advocate for industry priorities, policy, and licensing alignment;
- Improve community pride and awareness to move from defending to defining;
- Technical assistance to help with industry pain points;
- Expand student awareness of the wood products industry by coordinating with partners, high schools, and higher education.

Creative Sector:

Creative Sector Strategy is a collaborative initiative that is led by and engages arts professionals, artist entrepreneurs, and creatives of all disciplines in Lane County, including visual, performing, media, and literary artists, businesses, and arts organizations.

The nonprofit arts sector in the city of Eugene alone is a \$62 million industry producing 2,400 jobs (Arts & Economic Prosperity 5). This initiative looks to empower and activate the creative arts sector across all of Lane County. The Creatives sector is the economic engine essential to developing thriving communities, promoting tourism, and supporting the growth of local commerce. Creativity is the seed of innovation and is essential to high wage and high demand industries that rely on innovative thinkers to build solutions to business and community problems. Employers are seeking creative thinkers to think outside the box and build innovative solutions to address problems in our community and world. Creativity is one of the top skills that employers are looking for in 2020 (World Economic Forum, 2020). There are thousands of artists and creative entrepreneurs in our county and hundreds of businesses that rely on creatives to support their business goals. Creative Sector Strategy administrative partners include Lane Arts Council, ArtsCity and Lane Workforce Partnership.

Key strategic priorities for the Creative Sector in Lane County:

- 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.

Engage Relevant Agencies and Programs

LWP, as the Local Workforce Development Board has a long history of working with business leaders to advance and strengthen workforce development in our community to work together on the creation of family-wage jobs, and to face the most pressing challenges threatening the health and wellbeing of Lane County residents.

- Every quarter, LWP sponsors a series in the Eugene Chamber of Commerce, [Open for Business Publication](#), Lane County Sector Strategies, which shares stories, updates, and highlights that are happening within our targeted industry sectors. 3,500 hard copies are printed and distributed in addition to social media, email, and website reach.
- The [Lane County Community Collaborative](#) is a group of economic and workforce development stakeholders from across Lane County that come together with the goal to better align efforts and resources to effectively meet the needs of our communities and have a positive ripple effect

across our region. These monthly meetings are designed to foster rich conversation, relationship building, and collaboration. Through the pandemic and wildfire challenges, the community collaborative group was key in keeping partners informed and mobilized as needed.

- [Elevate Lane County](#) Industry Advisory committee is co-convened with Connected Lane County and LWP staff. This advisory committee helps provide work-based learning guidance, identify industry challenges as programs are developed, assist with fundraising, and help promote Elevate Lane County to industry partners. [Elevate Lane County](#) is a program of Connected Lane County that focuses on career-connected learning and post-secondary success for students. They do this through a coalition of local school districts, institutions of public higher education, industry innovators, early childhood partners, and the support of the workforce board.
- [Haag Home for Boys](#) and Connected Lane County partnership: The Haag Home for Boys is a community residential facility that specializes in the treatment of at-risk males ages 16 - 24. Residents are provided with individual and group counseling, life skills training, and recreational opportunities, which emphasize the development and use of problem solving, coping, self-help, and socialization skills. With the help of community partners and the City of Junction City, this program is a great way for youth/young adults to experience decreasing degrees of supervised independent living while earning money, paying off restitution, gaining employment, and the development of key social skills. In collaboration with Connected Lane County, these youth/young adults are assigned an employment coordinator to help participants navigate and partake in all their programming to support increased graduation rates, connect youth to higher education pathways, and expand work experience opportunities.
- [Shift Bias](#), Virtual DEI Training. [Shift](#) is a woman founded company with a passion for improving lives. This company, through advanced technology, helps people show up as their best selves in their workplace and communities and empowers them with skills and confidence. As the board, we convened a cohort of 22 community leaders and stakeholders from government, economic development, education, workforce training, community-based organizations, and private business to agree and commit to this learning and development opportunity. Each individual goes through a personal journey of discovery over a self-paced online experience. The training has a total of eight modules that take between 30-60 minutes, along with exercises and reflections to do after each completed module. To complete the training, there is a virtual reality (VR) lab experience that puts participants in the shoes of another person so that you can literally walk in their shoes.
- The [Lane County Latino a/x Leaders Work Group](#) convened for the first time in June of 2020, in partnership with The Oregon Community Foundation, OFC's Latino Partnership Program, Palo Alto Software, and Lane Workforce Partnership. Each gathering brings together Latino a/x leaders from across the county that work in a variety of sectors and have an assortment of influence. Our meetings are structured to inspire and facilitate personal connections and help mobilize community-driven solutions. This initiative is co-facilitated by Dr. José Meléndez, Assistant Professor of Planning for Engaging Diverse Communities at the University of Oregon's School of Planning, Public Policy, and Management.

Goals/Themes (no particular order):

- Community building - within this group, our own Latino a/x community, and more broadly
- Creating a sense of belonging
- Jobs and the economy

- Social capital
- Education (Birth and Beyond)
- Leadership and professional development - across the entire spectrum
- Financial literacy and wealth building
- Leadership support

In April of 2021, the group was awarded a \$20,000 dollar grant from the Sociological Initiatives Foundation to research how the Latino community could gain more political representation, influence, and power in Lane County. Centro Latino Americano is the fiscal agent, who since the 1970's, have worked to build bridges for a stronger community and becoming the main avenue for the social and civic integration of the Latino population in our region.

The funds will allow us to examine how the design and structure of local government across different jurisdictions in Lane County, Oregon create institutional system level barriers for Latino leaders who attempt to engage in the various political arenas. These barriers, we hypothesize, prevent the emergence of a political power base for the Latino community, and subsequently perpetuates the disposition that the various access points for engaging with local governments is not meant for them. The research will conclude December 2022. Dr. Meléndez is the lead researcher for this project.

- Latino Business Resource Navigator, [Huerto de la Familia](#): Our Latino a/x business community has struggled historically to access critical resources and navigate local programs due in great part to systemic issues within the structure of these programs and resources. The COVID-19 pandemic has further highlighted our vulnerability and inadequacy as a region in creating systems that support our historically disadvantaged entrepreneurs to thrive at the same level as their white counterparts. Our region and community's quality of life is dependent on the ability for all businesses to thrive through and beyond this event and others, good and bad, which will inevitably come. Small businesses are job creators.

For this reason, the Huerto de la Familia Latino Business Resource Navigator position is something we are excited and honored to support by being an active partner and helping to acquire and secure funding for this role and support stakeholder engagement. It is our hope that this technical assistance resource will become a permanent part of our regional economic development fabric and toolkit, assisting our Latino a/x community in 'leveling up', building fair and thoughtful access to existing programs, providing much needed cultural context to policy revision and new program creation, and helping us to repair and build a culture of true inclusion and equitable opportunity in the Lane County region.

- In 2019, hundreds of thousands of travelers were exposed to some of our region's best brands through the [EUG Airport World Class Industries campaign](#). We are partnering again with AHM brands to expand on this project by deploying a diversified campaign through a number of other marketing channels. The communication goal is to shine a positive, authentic, and high-profile light on Lane County's Wood Products, Food and Beverage Manufacturing, Construction-Aggregate, Bio-Science, and Tech Sectors and their importance to people and place. When launched, the expanded project will help promote:
 - Lane County's strongest industries and the brands that represent them;
 - Job opportunities in those industries and resources to help grow your workforce;
 - Showcase the connection our brands have to the local community;
 - Earn regional and national coverage for our brands and industries.

The following businesses and organizations make up the Lane County Sector Strategy Team:

<i>AHM Brands</i>	<i>Lane County</i>
<i>ArtsCity Eugene</i>	<i>Lane County Medical Society</i>
<i>American Forest Resource Council</i>	<i>Lane ESD</i>
<i>Bagel Sphere</i>	<i>Lane Workforce Partnership</i>
<i>Bitcork, Inc.</i>	<i>Latino Professionals Connect</i>
<i>Bureau of Labor and Industries (BOLI)</i>	<i>Madrona Group</i>
<i>Bushnell University</i>	<i>Mozilla Foundation</i>
<i>Business Oregon</i>	<i>Northwest Community Credit Union</i>
<i>Cascade Health Solutions</i>	<i>Office of US Senator Merkley</i>
<i>City of Eugene</i>	<i>Office of US Senator Wyden</i>
<i>City of Florence</i>	<i>Onward Eugene</i>
<i>City of Springfield</i>	<i>Oregon Employment Department</i>
<i>Connected Lane County</i>	<i>Oregon Forest and Industry Council</i>
<i>Delta Sand & Gravel</i>	<i>Oregon Forest Resources Institute</i>
<i>Department of Human Services – Vocational Rehabilitation</i>	<i>Oregon RAIN</i>
<i>DevNW</i>	<i>Regional Solutions</i>
<i>Discard Upcycle</i>	<i>Seneca</i>
<i>Elevate Lane County</i>	<i>Shift Bias</i>
<i>Emerald Broadband</i>	<i>Springfield Chamber of Commerce</i>
<i>Eugene 4J School District</i>	<i>Springfield School District</i>
<i>Eugene Chamber of Commerce</i>	<i>Springfield Utility Board</i>
<i>Eugene’s Table</i>	<i>Swanson Group</i>
<i>EWEB</i>	<i>Technology Association of Oregon</i>
<i>Florence Chamber of Commerce</i>	<i>Travel Lane County</i>
<i>Forest Today and Forever</i>	<i>UA Local 290</i>
<i>Hillside Heights</i>	<i>United Way of Lane County</i>
<i>Homes for Good</i>	<i>University of Oregon</i>
<i>IDX, Inc.</i>	<i>Viking Textile Makers Hub</i>
<i>Lane Arts Council</i>	<i>Wildtime Foods</i>
<i>Lane Community College</i>	<i>Willamette Farm and Food Coalition</i>
<i>Lane Council of Governments</i>	<i>Willamette Valley Grown and Crafted</i>
	<i>XS Media</i>

Collaborate in an Effort to Optimize the Utilization and Impact of Local Workforce Resources

Lane Workforce Partnership has been convening the local workforce leadership team, comprised of DHS, Vocational Rehabilitation, Oregon Employment Department, Lane County Health and Human Services, and Lane Community College in order to develop an MOU and Cost Sharing Agreement. Through the MOU, workforce services are provided through one comprehensive and four affiliate centers.

- WorkSource Eugene – Comprehensive
- WorkSource Florence – Affiliate
- WorkSource Springfield – Affiliate
- WorkSource McKenzie – Affiliate
- WorkSource Cottage Grove – Affiliate