



**LANE WORKFORCE PARTNERSHIP EXECUTIVE BOARD MEETING**

**Thursday, February 19, 2026**

**11:30am – 1:00pm**

**Meeting being held in-person and via Zoom**

**In-Person: WorkSource Oregon Lane, 2510 Oakmont Way, Eugene (Willamette Room)**

**Zoom: <https://us02web.zoom.us/j/8428428857>**

**Meeting ID: 842 8428 857**

**AGENDA**

*Mission: To Meet the Workforce Needs of Employers and Individuals  
Through Partnerships and Innovation*

- I. CALL TO ORDER and INTRODUCTIONS / *Solomon Harris*
- II. PUBLIC COMMENT – *In accordance with Lane Workforce Partnership’s Public Comment Policy: Speakers will be taken in the order in which they sign up and will be limited to three minutes per public comment.*
- III. CONSENT CALENDAR
  - *Minutes of the January 15, 2026, Executive Board Meeting / Action* Pages 1 - 5
- IV. BUDGET MODIFICATION #2 FOR PY 2025 - 2026 / *Action* Pages 6- 11  
*Tiffany Cink, Lane Workforce Partnership*
- V. ONE-STOP OPERATOR RENEWAL REQUEST / *Action* Pages 12 - 33  
*Ryan Kounovsky, Lane Workforce Partnership*
- VI. 2024 - 2028 LOCAL PLAN AMENDMENT / *Action* Pages 34 - 39  
*Ryan Kounovsky, Lane Workforce Partnership*
- VII. MID-YEAR CONTRACT REVIEW / *Information* Pages 40 - 41  
*Ryan Kounovsky, Lane Workforce Partnership*
- VIII. EXECUTIVE DIRECTOR’S REPORT / *Information*  
*Ashley Espinoza, Lane Workforce Partnership*
- IX. EXECUTIVE BOARD MEMBER UPDATES / *Information*
- X. OTHER BUSINESS
- XI. ADJOURNMENT

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**LANE WORKFORCE EXECUTIVE BOARD MEETING**  
**Thursday, January 15, 2026**  
**11:30am – 1:00pm**  
**MINUTES**

**In Attendance:** Billy Dover, Jeff Graham, Solomon Harris, Shondra Holliday, John Stapleton, Heather Buch, Lyndsie Leech, Dana Merryday, Michelle Webber  
**Staff:** Ashley Espinoza, Tiffany Cink, Anne Nestell, Stephanie Lovell  
**Others:** Nadia Costa, Troy Sherwood, Jarl Berg

**APPROVALS**

Recommendation	Motion	Seconded	Status
Approve Executive Board Meeting Minutes (September 18, 2025)	Shondra Holliday	John Stapleton	Approved

**I. CALL TO ORDER**

Chair Solomon Harris called the meeting to order.

**II. PUBLIC COMMENT**

No public comments were received.

**III. CONSENT CALENDAR**

Shondra Holliday moved to approve the September 18<sup>th</sup>, 2025, Executive Board meeting minutes. John Stapleton seconded, and the motion was approved.

**IV. EXECUTIVE BOARD MEMBER UPDATES**

- Shondra Holliday
  - The Lane County Medical Society Foundation is a 501(c)(3) connected to the Lane County Medical Society and focuses on physician wellness, especially crisis support through confidential counseling and coaching. The Foundation has grown its network to 20 counseling and coaching providers and is working with healthcare organizations to make sure new physicians learn about these services during onboarding, so help is available before a crisis occurs.
  - Since transitioning into this role full-time, outreach and awareness have gained traction. The overall goal is to help physicians stay in the community by supporting their mental health, connection to Lane County, and work-life balance, reducing burnout, early retirement, and the risk of physician suicide.

- Jeff Graham
  - In December, Danone went through a voluntary recall tied to a supplier issue with cashews, where small foreign materials were not detected before reaching the plant. The issue was limited but led to a site visit on January 6 from the COO, VP of Quality, and Senior VP of Manufacturing. Overall, both the recall and the visit went about as well as could be expected.
  - Current efforts are focused on corrective actions, including evaluating new suppliers and exploring advanced detection technology beyond existing metal detection systems. In addition, the company is moving into new-year capital projects, including a follow-up factory authorization test in early February for an automated electronic palletizer. If successful, installation is tentatively planned for March.
  
- John Stapleton
  - The architecture, engineering, and construction (AEC) sector has slowed down as capital investments have cooled and long-term planning has become more uncertain. While the sector has historically been a strong workforce destination, current projections should be taken with caution, especially given ongoing data challenges. If there is not a turnaround, workforce reductions may be on the horizon, which would have a significant local impact.
  - Despite widespread discussion of housing shortages, sector analysis indicates the primary constraint is affordability rather than construction capacity. Builders can deliver housing, but demand remains flat due to limited buyers, creating challenges for workforce growth and retention. Housing affordability continues to be a major barrier, making it difficult to attract and retain workers locally.
  - On a positive note, youth workforce efforts remain strong. The current focus is on addressing critical data gaps, specifically, the lack of integrated systems to track outcomes across K-12, workforce programs, and real-time job openings. Work is underway with the University of Oregon to develop an AI-enabled, institutionally managed tool that can identify real-time job openings, align skills with training pathways, and support continuous improvement. This approach is particularly important for serving youth ages 16–17, who cannot access commercial job platforms. Grant funding is being pursued to support this work.
  
- Councilor Merryday
  - Cottage Grove has mostly completed its downtown redevelopment, and the main street is now fully open in both directions. Businesses are seeing more foot traffic again, and activity downtown is picking back up. The phased construction approach, done in close coordination with business owners, helped keep most shops open during the work, even though it extended the overall timeline.
  - With redevelopment complete, long-term commercial vacancies are now more visible. The City is looking at ways to encourage property owners to activate those spaces.
  - From a workforce and economic development perspective, the City will discontinue its investment in Rain Catalyst and redirect those funds toward hiring a full-time economic development professional. This effort will be further supported by resources from Cottage Grove’s newly approved Urban Renewal District.

- Billy Dover
  - The transportation sector is staying busy, with a big focus on training and building a strong workforce pipeline. Work is underway with Lane Community College to explore launching a CDL (Commercial Driver License) school alongside the diesel technician program, with the potential to expand into high school CTE pathways. This is timely, as 13 diesel technician graduates this spring are interested in obtaining their CDL, highlighting the value of integrated training.
  - Efforts are also focused on increasing awareness of National Guard labor resources and training programs as a potential workforce solution.
  - CDL tuition assistance remains inconsistent across the system, though additional funding is anticipated beginning in July.
  - Nationally, the trucking industry is still facing some headwinds, including company closures and economic pressures that are likely to continue into 2026.
  - At the same time, federal regulators are putting more emphasis on training and safety standards. Oregon is well-positioned in this area, with strong training practices already in place, and ongoing efforts are focused on maintaining high safety and workforce quality standards.
  
- Councilor Webber
  - The City of Springfield will host its annual *State of the City* address on January 29 at the Wildish Theater. Doors open at 5:00 p.m., with the program beginning at 5:30 p.m. Everyone is welcome to attend and learn more about current priorities and initiatives.
  
- Councilor Leech
  - In December, the City of Eugene adopted a supplemental budget and is moving quickly to issue an RFP for a new crisis-response service (to replace the CAHOOTS crisis response service). The new program will focus on outreach and connecting people to services and is expected to launch soon through an expedited process.
  - The City has selected a new City Manager, Jenny Haruyama, currently Beaverton's City Manager. She brings strong experience navigating complex transitions and budget challenges and is well positioned to lead Eugene through upcoming economic and fiscal pressures.
  - The City has received draft recommendations from a cross-sector economic and sustainability advisory group focused on long-term planning and prioritization. The recommendations emphasize clarifying core services, improving strategic prioritization, and growing revenue through economic development rather than relying solely on new fees or taxes. This work will inform a broader retreat and the potential creation of a long-term economic development framework.
  - Early planning is underway for the Willamette Valley Innovation Corridor, a partnership concept with the University of Oregon and Oregon State University aimed at expanding high-quality, locally rooted job opportunities in science, engineering, and technology fields. This initiative presents strong alignment and collaboration opportunities with the workforce system.

- Commissioner Buch
  - The Lane County Board of Commissioners has begun its budget kickoff and is facing a projected \$2.9 million general fund budget gap. Current projections show revenues coming in at approximately 3.5%, while expenditures are about 5.5%, resulting in multiple structurally imbalanced funds.
  - The County’s general fund remains under significant pressure, with roughly 74% already allocated to public safety. The identified \$2.9 million gap does not include the potential loss of 10 full-time sheriff patrol positions previously supported with one-time funding. Given the limited flexibility of the general fund, across-the-board cuts would have substantial impacts on core services.
  - The County will be looking for public input as it goes through the budgeting process.
  
- Solomon Harris
  - The industry continues to experience a slower business cycle, with both large and small projects taking longer than expected to move forward. While there are early signs of renewed momentum, activity remains cautious. Overall, there is measured optimism that conditions will begin to improve as the year progresses.

**V. 2024 – 2025 FINANCIAL AUDIT PRESENTATION**

Nadia Costa from Jones & Roth presented the financial audit to Executive Board members. Per LWP By-Laws, LWP staff exited the meeting during the presentation.

Upon reconvening, the Executive Board expressed their appreciation for the LWP staff’s efforts in achieving a clean audit.

**VI. EXECUTIVE DIRECTOR’S REPORT**

Ashley provided an update on several major areas of work underway at Lane Workforce Partnership, beginning with progress on the One-Stop Operator function. LWP is operating as the One-Stop Operator this program year and using the opportunity to strengthen coordination across all Workforce Innovation and Opportunity Act (WIOA) partners at the WorkSource Center. A key focus has been the “business services reboot,” aimed at aligning how partners, including Oregon Employment Department, Vocational Rehabilitation, DHS, and others, engage with employers around talent matching, recruitment, training, career pathways, business retention and expansion, and layoff aversion. This work is intended to create a more consistent, reliable system for businesses and reduce confusion across partners, particularly as economic uncertainty increases.

Ashley also shared updates on legislative awareness efforts. Staff recently participated in legislative training to better understand the upcoming short session and how to effectively engage in education and awareness-building, while remaining neutral and outcome-focused. This knowledge helps staff track policy developments and remain informed partners without engaging in lobbying.

LWP was awarded a Higher Education Coordinating Commission grant focused on behavioral health apprenticeships. The grant will support the creation of a Joint Training Committee, the launch of a behavioral health pre-apprenticeship CTE program through Lane ESD, and the development of two new registered apprenticeship programs. Ashley noted both the importance and complexity of this work, highlighting challenges related to employer capacity, funding and wages, talent readiness, completion rates, and governance alignment. The effort is being pursued in close

partnership with Lane County Health and Human Services and the healthcare sector, with a strong emphasis on building realistic, stackable career pathways rather than a single narrow credential track.

Ashley also highlighted LWP's growing role in advancing work-based learning. LWP is helping bridge long-standing gaps between education, industry, and public systems by providing the flexibility needed to support hands-on projects that are often difficult for public agencies to administer. Constructing a Brighter Future was cited as a key example of this approach with over \$150,000 raised prior to the holidays, and multiple builds planned with Lane County schools and community partners. LWP's ability to function as a flexible public-private partner has unlocked resources and accelerated participation, contributing to rapid growth in student engagement and enrollment in related programs.

Ashley shared that she, Henry Fields, and Ryan Kounovsky will be presenting a "State of the Workforce" presentation to the Lane County Human Resources Association at the end of this month. A pre-session survey revealed gaps in employer practices, including limited automation in hiring processes and a lack of connection to the broader workforce ecosystem. There will be an activity as part of the presentation that focuses on the use of the "ABC jobs" framework: a job, a better job, and a career, to better understand employer needs and barriers, strengthen alignment with training programs, and ensure the workforce system is responding directly to the realities employers face.

## **VII. OTHER BUSINESS**

Solomon provided an overview of the upcoming Executive Director performance review process for Ashley, noting that this is both an annual evaluation year and a contract renewal year. He walked the Executive Board through the proposed timeline and materials, including a process memo and the draft performance survey.

The evaluation will be launched this month, with the survey distributed electronically to collect feedback on Ashley's performance over the past year. Respondents will have approximately two weeks to complete the survey, and Ashley will also complete a self-evaluation. Anne and Solomon will receive the raw survey responses, with Anne responsible for compiling and summarizing the results for the Board Officers. The Officers will then meet to review the feedback, consider the self-evaluation, and develop recommendations related to performance, contract renewal, and salary. Solomon will meet with Ashley to share the feedback, after which final recommendations will be brought back to the Executive Board.

Board members were encouraged to review the survey questions and provide feedback or suggested edits prior to distribution. In addition, members were asked to suggest potential survey recipients beyond the standard list, particularly education and key program partners who work closely with LWP. A written input from Ashley's executive coach will also be incorporated into the evaluation materials.

## **VIII. ADJOURNMENT**

Chair Solomon Harris adjourned the meeting.

**PROPOSED BUDGET MODIFICATION #2  
2025-2026**

**RECOMMENDATION**

To adopt the General Operating Budget Modification #2 as presented.

**BACKGROUND**

Lane Workforce Partnership (LWP) is proposing Budget Modification #2 for 2025-2026. This modification updates the previously approved Budget Modification #1 to reflect \$258,686 in added revenues. See the discussion below and attached details.

**DISCUSSION**

**REVENUE:**

Total Revenue increased by \$258,686 from \$5,664,577 to \$5,923,263:

- \$112,776 State of Oregon for a Statewide Apprenticeship Creation Grant for Behavioral Health.
- \$135,910 Team Oregon Build/CTE Career Pathways partnership grants from multiple foundations. (Roundhouse Foundation, Reser Family Foundation, Oregon Community Foundation, Hosea Youth Service).
- \$10,000 Contracted work for Southwestern Oregon Workforce Investment Board (SOWIB) Construction Sector Partnership launch.

**EXPENSE:**

Total expenses have increased by \$150,400 from \$4,804,889 to \$4,955,289.

The Reserve for Future Expenditures increased \$108,286 to \$967,974.

Personnel Services: Increased \$26,199 reflecting the extension of LWP Project Assistant for the Team Oregon Build/CTE Career Pathways projects.

Community Investments are the amounts directly attributed to the provision of workforce services to the population of Lane County with funding secured and deployed through regional and community partnerships. The changes in this Budget Modification are:

- \$32,232 for Lane Education Service District (Lane ESD) Subcontract for Statewide Apprenticeship Creation Grant for Behavioral Health
- \$53,469 for PIVOT Architecture Professional Services Agreement for CTE Collective Impact Project funded through the Reser Family Foundation.
- \$38,500 for Team Oregon Build Materials for shed building materials for Lane County projects provided by the Roundhouse Foundation and Hosea Youth Services.

See attached schedules for line-item details.

# LWP Awarded \$112k Grant for Behavioral Health (February 2026 – June 2028)

**Purpose:** Establish a sustainable, locally governed behavioral health apprenticeship system that expands equitable access to careers while meeting industry standards. Partners: PeaceHealth, Lane ESD, Lane Community College

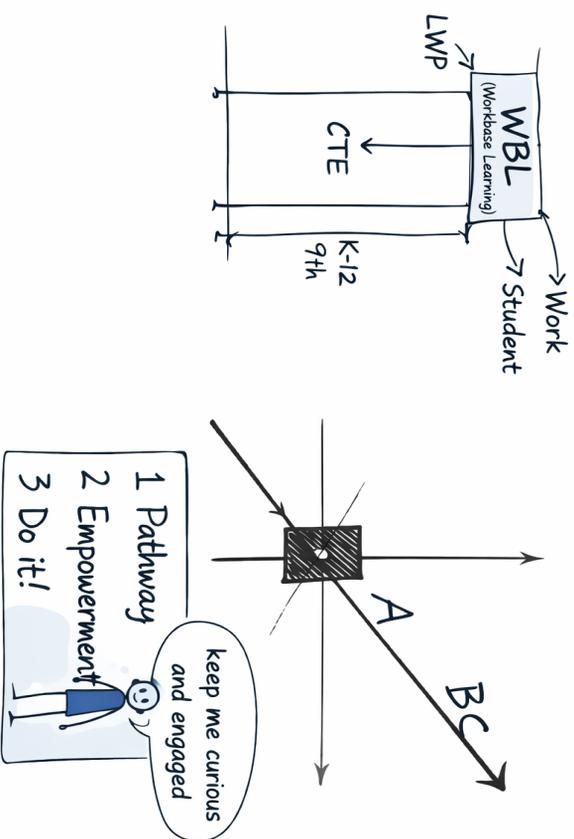
## **Core Outcomes:**

- BOLL approval of the Lane ESD Behavioral Health Pre-Apprenticeship and two new Registered Apprenticeships: Behavioral Health Crisis and High Acuity Certificate and Qualified Mental Health Associate.

## **Success Measures & Timeline:**

- *Years One – Two | System Build*
    - JATC convened and operational
    - BHCHA and QMHA apprenticeship programs developed, adopted, and approved
    - BOLL approval of the JATC and apprenticeship training programs
  - *Year Three | Talent Flow*
    - 5 – 10 apprentices enrolled with local workforce partners
    - Documented apprentice progress and completion. QMHA or BHCHA certification achieved by new apprentices.
- Challenges/Threats:**
- Capacity and Buy-in of Employers
  - Funding and Wages
  - Talent Readiness and Apprenticeship Completion
  - Governance and Alignment
- Launch Behavioral Health Joint Apprenticeship & Training Committee (JATC)
  - Launch Lane ESD's Behavioral Health Careers Pre-Apprenticeship CTE Program
  - Establish two new behavioral health apprenticeship programs in Lane County, building on proven BOLL model.

# Filling Critical Gaps: Work Base Learning



Dynamic and Broad Partnerships and Stakeholder Group

Luke's position has been extended until March 31<sup>st</sup>

\$135K + raised before the holidays

LWP Lowes Account: To simplify ordering of materials

# Lane Workforce Partnership

1401 Willamette Street, Second Floor  
Eugene, Oregon 97401

## Revenue

Title	2025-2026 Adopted Mod #1	2025-2026 Propoosed Mod #2	Difference
<b><u>Workforce Innovation and Opportunity Act (WIOA) Funds</u></b>			
WIOA Adults	\$ 818,015	\$ 818,015	\$ -
WIOA Youth	\$ 985,483	\$ 985,483	\$ -
WIOA Dislocated Worker	\$ 554,102	\$ 554,102	\$ -
WIOA RR/Layoff Aversion	\$ 48,155	\$ 48,155	\$ -
WIOA DWG QUEST	\$ 206,133	\$ 206,133	\$ -
WIOA Administration	\$ 253,567	\$ 253,567	\$ -
Subtotal	\$ 2,865,455	\$ 2,865,455	\$ -
<b><u>Other:</u></b>			
Statewide Apprenticeship Creation	\$ -	\$ 112,776	\$ 112,776
General Fund Work Experience	\$ 410,430	\$ 410,430	\$ -
Industry Engagement	\$ 186,884	\$ 196,884	\$ 10,000
Competitive Strategies	\$ 177,031	\$ 177,031	\$ -
Team Oregon Build/CTE	\$ 30,926	\$ 166,836	\$ 135,910
Oregon Youth Employment Program	\$ 718,500	\$ 718,500	\$ -
<b><u>Future Ready Oregon - Prosperity 10,000 and Workforce Ready</u></b>			
Workforce Ready Bushnell	\$ 251,956	\$ 251,956	\$ -
Prosperity 10,000	\$ 284,759	\$ 284,759	\$ -
Workforce Benefits Navigator	\$ 507,437	\$ 507,437	\$ -
Workforce Ready NAACP	\$ 171,305	\$ 171,305	\$ -
Workforce Ready - Oregon Workforce Partnership	\$ 59,893	\$ 59,893	\$ -
Subtotal:	\$ 2,799,122	\$ 3,057,808	\$ 258,686
<b>Revenue Total:</b>			
	\$ 5,664,577	\$ 5,923,263	\$ 258,686
<b><u>Contingency Reserves:</u></b>			
Non-Federal Contingency Reserve:	\$ 107,000	\$ 107,000	\$ -
Total All Sources:	\$ 5,771,577	\$ 6,030,263	\$ 258,686

# Lane Workforce Partnership

1401 Willamette Street, Second Floor  
Eugene, Oregon 97401

## Revenue and Expense Summary by Fund

Title	Revenue	Personnel Expenses	Materials & Supplies	Community Investments	(Net) Reserve for Future Expenditures
<i>(Revenue Less Personnel Less Materials &amp; Supplies Less Community Investments Equals Net Reserve for Future Expenditures)</i>					
<b>Workforce Innovation and Opportunity Act (WIOA) Funds</b>					
WIOA Adults	\$ 818,015	\$ 190,310	\$ 37,533	\$ 430,381	\$ 159,791
WIOA Youth	\$ 985,483	\$ 113,125	\$ 27,541	\$ 698,154	\$ 146,663
WIOA Dislocated Worker	\$ 554,102	\$ 159,208	\$ 32,298	\$ 269,834	\$ 92,762
WIOA RRLayoff Aversion	\$ 48,155	\$ -	\$ -	\$ 43,339	\$ 4,816
WIOA DWG QUEST	\$ 206,133	\$ 34,099	\$ 9,260	\$ 162,969	\$ (195)
WIOA Administration	\$ 253,567	\$ 133,120	\$ 71,046	\$ -	\$ 49,401
<b>Subtotal</b>	<b>\$ 2,865,455</b>	<b>\$ 629,863</b>	<b>\$ 177,678</b>	<b>\$ 1,604,678</b>	<b>\$ 453,237</b>
<b>Other:</b>					
Statewide Apprenticeship Creation	\$ 112,776	\$ 8,043	\$ 1,930	\$ 32,232	\$ 70,570
General Fund Work Experience	\$ 410,430	\$ 30,675	\$ 8,911	\$ 160,673	\$ 210,171
Industry Engagement	\$ 196,884	\$ 19,278	\$ 3,245	\$ 78,500	\$ 95,861
Competitive Strategies	\$ 177,031	\$ 40,004	\$ 37,343	\$ 10,000	\$ 89,684
Team Oregon Build/CTE	\$ 166,836	\$ 59,883	\$ 10,944	\$ 91,969	\$ 4,039
Oregon Youth Employment Program	\$ 718,500	\$ 59,026	\$ 15,701	\$ 599,095	\$ 44,679
<b>Future Ready Oregon - Prosperity 10,000 and Workforce Ready</b>					
Workforce Ready Bushnell	\$ 251,956	\$ 24,483	\$ 7,760	\$ 219,594	\$ 118
Prosperity 10,000	\$ 284,759	\$ 123,584	\$ 28,538	\$ 132,502	\$ 136
Workforce Benefits Navigator	\$ 507,437	\$ 131,293	\$ 27,581	\$ 347,578	\$ 985
Workforce Ready NAACP	\$ 171,305	\$ 21,432	\$ 4,647	\$ 146,305	\$ (1,080)
Workforce Ready - Oregon Workforce Partnership	\$ 59,893	\$ 6,780	\$ 1,661	\$ 51,879	\$ (427)
<b>Subtotal:</b>	<b>\$ 3,057,808</b>	<b>\$ 524,483</b>	<b>\$ 148,260</b>	<b>\$ 1,870,327</b>	<b>\$ 514,738</b>
<b>Total:</b>					
	\$ 5,923,263	\$ 1,154,346	\$ 325,938	\$ 3,475,005	\$ 967,974
<b>Contingency Reserves:</b>					
Non-Federal Contingency Reserve:	\$ 107,000				\$ 107,000
<b>Total All Sources:</b>	<b>\$ 6,030,263</b>	<b>\$ 1,154,346</b>	<b>\$ 325,938</b>	<b>\$ 3,475,005</b>	<b>\$ 1,074,974</b>

23%

7%

70%

100%

# Lane Workforce Partnership

1401 Willamette Street, Second Floor

Eugene, Oregon 97401

	2025-2026 Adopted Mod #1	2025-2026 Proposed Mod #2	Difference
Line Item			
<b>Personnel Services</b>			
Staff Salaries/Taxes/Fringe-All	\$ 1,128,147	\$ 1,154,346	
TOTAL Personnel FTE = 8	1,128,147	1,154,346	26,199
<b>Materials &amp; Supplies</b>			
Subscriptions	2,800	2,800	-
Legal Notices	500	500	-
Taxes, Audits and Legal Services	35,500	35,500	-
Telephone Services	8,520	8,520	-
Purchased Insurance	28,024	28,024	-
Real Estate and Parking	37,374	37,374	-
Copier Charges	1,920	1,920	-
Data Warehousing and Storage	3,700	3,700	-
General Office Expenses	25,000	25,000	-
Memberships	25,600	25,600	-
Printing	500	500	-
Program Information and Outreach	21,000	21,000	-
Postage	500	500	-
Computer Equipment and Supplies	50,000	50,000	-
Business Meetings	10,000	10,000	-
Board Expenses	15,000	15,000	-
Staff Travel and Professional Dev	60,000	60,000	-
Capital Outlays	-	-	-
<b>TOTAL M&amp;S</b>	<b>325,938</b>	<b>325,938</b>	<b>-</b>
<b>Community Investments</b>			
One Stop Operations	19,664	19,664	-
ITRAC Subscription	35,000	35,000	-
Subcontracts - Grant Associates Adult	1,080,946	1,080,946	-
Subcontracts - Looking Glass WIOA Youth	594,000	594,000	-
Subcontracts - CLC OYEP/WIOA Youth	731,932	731,932	-
Subcontracts - CEDO - Industry Engagement	315,000	315,000	-
Subcontracts - Workforce Benefits Navigator	347,578	347,578	-
Subcontracts - Lane ESD - SW App Creation	-	32,232	32,232
Subcontracts - Workforce Ready - NAACP	146,305	146,305	-
Subcontracts - OWP Reentry - Opportunity Oregon	51,879	51,879	-
Professional Services Agreement - PIVOT Arch	-	53,469	53,469
Other Industry Engagement (Sectors)	28,500	28,500	-
Team Oregon Build Materials	-	38,500	38,500
<b>TOTAL Direct Program Services:</b>	<b>3,350,804</b>	<b>3,475,005</b>	<b>124,201</b>
<b>Total Current Expenses</b>	<b>4,804,889</b>	<b>4,955,289</b>	<b>150,400</b>
Reserved For Future Expenditure:	859,688	967,974	108,286
Non-Federal Contingency Reserve:	107,000	107,000	-
Match to Revenue Total:	<b>5,771,577</b>	<b>6,030,263</b>	<b>258,686</b>

Workforce Innovation and Opportunity Act One-Stop Operator  
Renewal to Approve LWP as the One-Stop Operator for Lane Workforce Development Board  
Recommendation  
February 2026

**BACKGROUND**

The Workforce Innovation and Opportunity Act (WIOA) requires Local Workforce Development Boards select a One-Stop Operator through a competitive process at least once every four years (WIOA sec. 121(d)(2)(A)).

A Request for Proposals (RFP) for the WIOA One-Stop Operator was issued on January 17, 2025. Proposals were due February 28, 2025. There were three proposals received, of which two of them did not meet minimum requirements. They were:

- Oregon Manufacturing Extension Partnership (did not meet minimum requirements)
- Collaborative Economic Development Oregon (did not meet minimum requirements)
- EQUUS Workforce Services

Staff determined that the errors and omissions in the proposals submitted may have been due to the respondent's lack of understanding the submittal requirements and chose to extend the due date of the One-Stop Operator Procurement for one week to allow each respondent to review the instructions and to resubmit their proposals with required formatting and documentation. However, even with the extended period of time, the same two respondents were not able to meet minimum requirements. With only one proposal eligible to move forward, there were not sufficient responses to conduct a competitive evaluation resulting in a failed procurement for the WIOA One-Stop Operator.

On April 17, 2025, the Executive Board approved the recommendation for Lane Workforce Partnership to assume responsibilities of the One-Stop Operator due to the failed procurement. The recommendation was for a one-year period beginning July 1, 2025. Staff are requesting to extend this approval for three additional years through June 30, 2029.

**DISCUSSION:**

In instances of a failed procurement process, Local Workforce Development Boards may serve as the One-Stop Operator with the approval of the Chief Elected Official (CEO) and the Governor. The 2025 failed procurement was viewed as an opportunity for Lane Workforce Partnership to conduct the functions of the One-Stop Operator for a period of one year to provide time for staff to put systems and processes in place that are designed to align the workforce service delivery programs and partners in Lane County.

WorkSource Lane is the cornerstone of the public workforce development system which houses multiple organizations through integrated service delivery. In order to meet the demands of businesses and produce highly valued employment talent in Lane County, coordination among several key employment, education, and training programs is crucial. The focus of the One-Stop

Operator is to provide coordination and oversight of the workforce development services through the One-Stop Delivery system in Lane County.

By assuming the responsibilities of the One-Stop Operator, Lane Workforce Partnership Staff started working on activities designed to drive continuous improvement of the workforce system. Through this work, the attached WorkSource Lane One-Stop Operator Strategic Plan was developed, and staff are implementing the strategies. At this stage, six months into Program Year 2025, staff are realizing that we won't be able to fully realize our goals within a one-year period. Therefore, Lane Workforce Partnership is seeking approval to function as the One-Stop Operator for a full four-year period. This additional time will allow us to lay the foundation needed to strengthen Lane's Workforce Service Delivery System.

### **RECOMMENDATION**

That the Executive Board recommend and seek approval of the Local Chief Elected Official (CEO) and the Governor of Oregon to renew the approval to Sole Source the One-Stop Operator contract to Lane Workforce Development Board/Lane Workforce Partnership for a period of three additional years beginning on July 1, 2026 – June 30, 2029.

### **ATTACHMENT**

One-Stop Operator Strategic Plan 2025 - 2026

# WORKSOURCE LANE ONE-STOP STRATEGIC PLAN 2025-2026

## EXECUTIVE SUMMARY

At the beginning of the 2025-2026 program year, the Lane County Local Leadership Team, led by Lane Workforce Partnership acting as the One-Stop Operator, launched a collaborative planning effort to reimagine a more integrated, human-centered approach to service delivery. This effort was driven by the recognition that traditional workforce models often fall short for those who need them most — particularly individuals working multiple jobs, those disconnected from education or employment systems, and communities historically excluded from public services.

Rather than beginning with a rigid strategic plan, this process was rooted in **human-centered design** principles: starting with people, mapping their experiences, and asking “what if” instead of “what’s always been.” A series of whiteboard-based ideation sessions brought together a diverse group of frontline staff, program leaders, and partner voices to explore one central prompt:

**“If we could redesign our system from the ground up to meet people where they are, who would we serve differently and how would we do it?”**

Participants generated dozens of ideas, challenges, and provocations. Over the course of these conversations, five core categories emerged organically — not as pre-set agenda items, but as thematic groupings that reflected the ideas in the room. These categories became the foundation for organizing insights and guiding action:

**Human-Centered Design** – How do we ensure services are welcoming, responsive, and rooted in dignity?

**Who Are We Not Reaching?** – Which populations are underserved, and why aren’t they engaging?

**Rethinking Service** – How can we shift when, where, and how we deliver support?

**What Partners Are Missing?** – Who should be at the table but isn’t yet?

**Bold Ideas & System Change** – What’s big, what’s different, and what could transform everything?

To deepen these categories, the group co-developed **guiding questions** that challenged assumptions and opened up new possibilities. For example:

- What if every door was the right door?
- What would it look like to bring services to the Saturday Market or a kids' soccer game?
- How could we serve people who don't meet eligibility — and still meet their needs?

These questions were paired with **suggested actions**, allowing each idea to move from concept to tangible steps.

From this process emerged not just a shared vision, but a structured framework for implementation. The team aligned their insights with a four-stage implementation cycle — Understand, Design, Deliver, and Sustain — and established a clear goal of piloting redesigned services by **June 30, 2026**.

This document summarizes that planning journey and the resulting strategy. It reflects the collective insight, creativity, and commitment of the team — and provides a roadmap for turning bold ideas into meaningful action.

## STRATEGIC PLANNING RESULTS

Over the course of two facilitated whiteboard sessions, cross-functional teams explored what it would take to build a truly integrated and accessible workforce system. Key themes included:

### **1. Human-Centered Design**

Participants emphasized the importance of physical and emotional accessibility — reducing paperwork, using community spaces, providing warm and knowledgeable staff, and ensuring every “door” into the system is the right one. The group aligned around the use of the **ABC model** (Any Job → Better Job → Career) as a foundation for service design.

### **2. Who Are We Not Reaching?**

Teams surfaced a wide range of under-engaged populations, including multi-job workers, rural communities, ESL speakers, returning citizens, and undocumented workers. Youth and disconnected young adults were also a key focus, particularly around early intervention.

### **3. Rethinking Service**

Conversations focused on delivery innovations — from mobile teams and co-location to evening/weekend availability and integrated childcare. The need for flexibility, trust-building, and ongoing engagement was consistently echoed.

### **4. What Partners Are Missing**

Participants identified gaps in partnership with schools, housing providers, legal aid, staffing agencies, labor, and business networks like Chambers and the SBDC. The importance of leveraging trusted local institutions like libraries, sports programs, and Saturday Markets was highlighted.

### **5. Bold Ideas & System Change**

Ideas ranged from high-visibility hiring campaigns (e.g., “Each One Hires One”) to full WorkSource Lane redesigns, eligibility-agnostic service delivery, and embedding lived experience into program design. The group emphasized coordination, shared goals, and readiness to challenge existing norms.

## RESULTS: HUMAN-CENTERED DESIGN

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### ACCESS & ENVIRONMENT

**Create welcoming spaces.** Design offices and service sites to feel warm, respectful, and pressure-free.

**Cut down on red tape.** Reduce paperwork and make it easy to get help without jumping through hoops.

**Hire relatable staff.** Prioritize local knowledge and staff who reflect and understand the community.

**Bring help to where people already are.** Use familiar spaces like community centers or public events.

---

### CUSTOMER JOURNEY & EXPERIENCE

**Map out how people interact with services.** Understand their steps, confusion points, and what keeps them coming back.

**Use the ABC model to meet people where they're at.** Help people move from any job to a better job, to a career.

**Make every door the right door.** No wrong entry point — anyone should get help no matter where they start.

**Design programs that encourage return visits.** Offer value at each step so people want to come back.

**Avoid rigid program tracks.** Let people choose their own paths without being forced down one route.

---

### TOOLS & TECHNOLOGY

**Use tech to expand reach.** Mobile apps and digital tools should help people access support easily.

**Promote services with energy.** Build buzz and make sure people know what's available and how to access it.

**Invest in strong outreach.** Don't assume people will find us — meet them with clear, engaging messaging.

## RESULTS: WHO ARE WE NOT REACHING?

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### WORKING POPULATIONS

**People with multiple jobs.** They often don't have time to access daytime or traditional services.

**Underemployed workers.** Folks stuck in low-wage or part-time jobs who want more but don't know how.

**People who've stepped away from work.** Many want to return but don't feel ready or connected.

### GEOGRAPHIC & CULTURAL ACCESS

**Rural residents.** Distance and lack of transit make it hard to show up in person.

**Tribal communities.** These communities may be nearby but aren't always invited into services.

**Newcomers and immigrants.** Language, documentation, or system barriers keep them out.

**Communities of color.** Cultural disconnection or past harm can limit engagement.

**Non-English speakers.** Language access is still a major barrier.

### YOUTH & EDUCATION

**Disconnected youth.** Young people not in school or working often fall through the cracks.

**High school and post-grad transitions.** Need more guidance on what's next after graduation.

**K–12 student connections.** We should start early — show young people how the system works and what's possible.

---

## SYSTEMICALLY EXCLUDED POPULATIONS

**People experiencing homelessness.** They face complex challenges that don't fit into standard service models.

**Returning citizens.** People reentering from incarceration need targeted, judgment-free support.

**ABAWDs.** Adults without dependents often face time-limited support with few clear pathways.

**Undocumented workers.** Lack of legal status doesn't mean lack of need — we need a way to help.

**Trailing talent.** Spouses of workers who move here may be isolated and underemployed.

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## ENTREPRENEURS & SMALL BUSINESSES

**People trying to start a business.** Many don't qualify for traditional support but still need guidance.

**Self-employed workers.** Often excluded from benefits like unemployment or training programs.

## RESULTS: RETHINKING SERVICE

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### DELIVERY MODELS

**Mobile and pop-up teams.** Bring services directly into neighborhoods, job sites, or events.

**Combine services in one place.** Share space with partner organizations for more seamless support.

**Add childcare on-site.** Make it easier for parents to participate without juggling responsibilities.

**Use empty community spaces.** Vacant offices, malls, and rec centers can become service hubs.

---

## PROGRAM CLARITY & ENGAGEMENT

**Make services easy to understand.** People should know exactly what they're getting and how it helps.

**Be consistent and reliable.** Show up regularly so people can trust the process.

**Customize content.** Provide relevant info and resources, not just generic brochures.

**Offer incentives to stay engaged.** Small rewards or progress markers can keep people coming back.

**Show results.** Highlight success stories and clear benefits so people see real value.

---

## APPROACH & PHILOSOPHY

**Go where people already are.** Don't wait for them to find us — bring services to them.

**Support many paths to success.** Acknowledge that people need different kinds of help at different times.

**Build services for repeat visits.** Design programs that grow with people, not one-time fixes.

## RESULTS: WHAT PARTNERS ARE MISSING

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### DIRECT SERVICE PROVIDERS

**Core nonprofit partners.** Organizations like Goodwill, CCS, and SVdP already do front-line work — we should coordinate.

**Housing and legal help.** Stability matters — connect to providers that support housing and legal needs.

**Day services and drop-ins.** Casual spaces where people already go can become points of access.

**Local government.** They often hold key resources and relationships we need to leverage.

---

## EDUCATION & YOUTH-FOCUSED

**Teachers and school staff.** They have strong connections with youth and families.

**Counselors and career advisors.** They know which students need guidance.

**CTE committees and educators.** Strong allies for hands-on learning and career pathways.

**Libraries and librarians.** Trusted, accessible partners in every neighborhood.

---

## BUSINESS & ECONOMIC ENGAGEMENT

**Employers of all sizes.** They offer jobs — let's help them be more inclusive and aligned.

**Chambers and economic orgs.** They're already working on growth — we can bring the talent side.

**Labor groups.** They know what job quality and fair access should look like.

**SBDC and entrepreneur networks.** Help bridge the gap between job-seeking and business creation.

---

## COMMUNITY TRUST ANCHORS

**CBOs with deep local ties.** Community-based orgs often serve folks we're missing.

**Events and markets.** Go where people naturally gather — Saturday Market, fairs, festivals.

**Youth and family orgs.** Places like YMCA or kids' sports programs are key connection points.

---

## MEDIA & OUTREACH

**TV, radio, and local outlets.** They can spread the word more broadly than we can alone.

**Social and creative channels.** Use real stories and approachable messaging to cut through.

## RESULTS: BOLD IDEAS & SYSTEM CHANGE

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### CAMPAIGNS & MESSAGING

**Each one hires one.** Encourage businesses to hire just one person to make a collective impact.

**Community-wide campaigns.** Partner with groups like Eugene Chamber to raise visibility and action.

**Upgrade marketing efforts.** Tell the story better, louder, and in more places.

---

### STRUCTURAL REDESIGN

**Rethink WorkSource Lane.** Refresh the system to make it more modern, inclusive, and responsive.

**Bridge Lane initiative.** Maintain strong local coordination and collaboration.

**Offer services regardless of eligibility.** Provide at least basic support to everyone, not just those who qualify.

**Design with lived experience.** Co-create systems with people who've used them, not just staff.

---

### STRATEGIC COORDINATION

**Set shared community goals.** Align partners around measurable outcomes that matter to all.

**Hire sector strategists.** Invest in dedicated roles to focus on each key industry.

**Increase partner capacity.** Don't just expect more — fund and support it.

**Apply the ABC model system-wide.** Use the Any Job → Better Job → Career framework across programs.

# IMPLEMENTATION

To move from vision to action, the ideas from the planning sessions were restructured into a four-stage implementation framework:

## 1. Understand Community Needs

This phase centers on listening, mapping, and identifying trust anchors. It includes journey mapping, population analysis, community outreach, and employer/partner input.

## 2. Design Inclusive Experiences

Using what's learned, teams will co-design services, simplify processes, train staff, and develop materials. Design will emphasize flexibility, clarity, and inclusion.

## 3. Deliver & Adapt Services (Pilot)

New models will be tested at pilot sites (mobile or place-based) with a focus on access, responsiveness, and continuous feedback. Evening/weekend hours, co-located partners, and real-time adjustments are key features.

## 4. Sustain, Evaluate, and Expand

Following the pilot, the system will evaluate impact, scale effective practices, and embed continuous learning. This includes sector strategist roles, shared evaluation, and formal feedback loops.

Each stage contains actionable steps, guiding questions, and clearly aligned milestones, ensuring progress is both grounded and measurable.

## STEP 1. UNDERSTAND COMMUNITY NEEDS

Focus: Learn who we're missing, what they experience, and what systems they encounter.

---

### IDENTIFY WHO IS BEING LEFT OUT AND WHY

Ask: *Which communities aren't engaging with us, and what's in their way?*

Act: Hold listening sessions or engage trusted partners to better understand groups like multi-job workers, rural residents, returning citizens, ESL speakers, and undocumented workers. Prioritize input from people with lived experience to uncover barriers, stigmas, and gaps in eligibility.

---

## MAP THE CUSTOMER JOURNEY FROM THEIR POINT OF VIEW

Ask: *What happens when someone first hears about us or walks through our doors?*

Act: Work with real customers to create a “first contact to follow-up” map. Note where confusion, delays, or drop-offs happen. Include all paths — online, in person, referred, or walk-in.

---

## UNDERSTAND LOCAL SPACES AND TRUSTED MESSENGERS

Ask: *Where are people already showing up? Who do they already trust?*

Act: Identify community events, public spaces (libraries, markets, schools), and organizations (CBOs, YMCA, churches) where people gather. Use this to guide outreach partnerships and service placement.

---

## LEARN FROM YOUTH AND EARLY-CAREER WORKERS

Ask: *Are we reaching people early enough to shape career choices?*

Act: Talk with educators, counselors, and students to understand what's missing. Map K–12 and post-graduation transition gaps, and invite school staff into workforce planning.

---

## GATHER INPUT FROM BUSINESSES AND PARTNERS

Ask: *What are employers and community organizations observing that we're not?*

Act: Host short roundtables or surveys to learn about hiring challenges, overlooked talent, and missed opportunities for collaboration.

## STEP 2. DESIGN INCLUSIVE EXPERIENCES

Focus: Plan services and strategies that are clear, welcoming, and centered around people's real lives.

---

## CREATE WELCOMING, EASY-TO-USE ENVIRONMENTS

*Ask: How does our space make people feel?*

Act: Do a walkthrough as if you're a first-time visitor. Look for unclear signs, inaccessible entry points, or rushed environments. Invite feedback on layout and tone. Make changes that reflect dignity and hospitality.

---

## REMOVE RED TAPE AND RIGID PROCESSES

*Ask: Are we making people prove they're worthy before we help?*

Act: Review forms, eligibility rules, and documentation requests. Eliminate duplication and simplify intake. Where possible, provide "no wrong door" support — even if someone doesn't qualify for a program, they still receive guidance.

---

## TAILOR PROGRAMS TO WHERE PEOPLE ARE AT

*Ask: Are we serving people who aren't ready for "job ready"?*

Act: Use the ABC model (Any job → Better job → Career) to align services with readiness. Offer multiple paths and avoid pushing everyone into the same track.

---

## WEAVE IN FLEXIBILITY AND PERSONALIZATION

*Ask: Can people choose how and when to engage?*

Act: Design modular services that let customers opt in to what fits. Avoid rigid schedules. Build in options for return visits, milestone tracking, or self-paced progression.

---

## TRAIN STAFF TO SUPPORT RATHER THAN SORT

*Ask: Are staff acting like gatekeepers or guides?*

Act: Provide training on warm handoffs, trauma-informed care, and asset-based coaching. Encourage curiosity, not compliance-checking.

---

## DESIGN SERVICES WITH — NOT JUST FOR — THE COMMUNITY

*Ask: Who's helping us design these solutions?*

**Act:** Set up co-design teams, advisory groups, or compensated focus groups with people who've used the system. Use their input to shape materials, language, and space.

## STEP 3. DELIVER & ADAPT SERVICES

**Focus:** Get out into the community, build trust, and offer seamless support.

---

## BRING SERVICES TO WHERE PEOPLE ALREADY ARE

*Ask: Are we still expecting everyone to come to us?*

**Act:** Launch mobile teams, pop-up service booths, or satellite locations in trusted community spaces. Prioritize rural, underserved, or high-traffic areas like events, churches, schools, and rec centers.

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## OFFER SERVICES OUTSIDE THE 9–5

*Ask: Can someone with two jobs access us at all?*

**Act:** Pilot evening or weekend hours, virtual appointments, or “workforce on demand” tools. Promote availability through targeted outreach.

---

## SUPPORT PARENTS AND CAREGIVERS

*Ask: Can people with kids access our services without extra barriers?*

**Act:** Provide childcare onsite or offer virtual appointments during common school hours. Partner with child-friendly spaces (e.g., libraries, schools) for co-location.

---

## BUILD MULTI-SERVICE PARTNERSHIPS

*Ask: Can someone take care of multiple needs in one visit?*

**Act:** Co-locate with housing, legal, or food providers. Share intake processes or create bundled referral models. Aim for seamless customer flow.

---

## MAKE PROGRAM INFORMATION CLEAR AND COMPELLING

*Ask: Do people understand what we offer and why it matters?*

*Act: Redesign brochures, websites, and flyers with simple language, real-life benefits, and eye-catching visuals. Focus on outcomes, not just services.*

---

## INCENTIVIZE CONTINUED ENGAGEMENT

*Ask: What motivates people to keep coming back?*

*Act: Add small rewards, recognition milestones, or progress updates. Offer coaching or check-ins tied to a person's goals. Make success visible and shared.*

---

## USE TECH TO EXPAND REACH, NOT REPLACE PEOPLE

*Ask: Is our tech helping people access support or just adding steps?*

*Act: Launch mobile-friendly tools for scheduling, reminders, or resource navigation. Keep human help available behind the screen.*

## STEP 4. MEASURE & IMPROVE CONTINUOUSLY

*Focus: Keep learning, refining, and engaging stakeholders to build long-term trust.*

---

## TELL OUR STORY IN WAYS THAT RESONATE

*Ask: Do people know who we are, what we do, and why it matters?*

*Act: Develop campaigns with partners (e.g., "Each One Hire One"). Highlight success stories in local media, events, and social platforms. Use authentic voices — especially from customers and employers.*

---

## BUILD REGULAR FEEDBACK LOOPS

*Ask: Are we learning from the people who use or refer to us?*

*Act: Send simple follow-ups or pulse surveys. Host periodic check-ins with community orgs and employers. Report back what's changing.*

---

## PRESERVE WHAT'S WORKING LOCALLY

*Ask: What do we need to protect as we evolve?*

Act: Document local strengths (e.g., Bridge Lane coordination) and ensure new strategies don't undercut them.

---

## ALIGN WITH EMPLOYERS AND SECTORS

*Ask: Are we coordinating with the industries that are hiring?*

Act: Hire or designate sector strategists to lead employer engagement. Use labor market data plus employer input to align training and recruitment.

---

## DESIGN FOR LONG-TERM CONNECTION

*Ask: Are we supporting a one-time transaction or a lifetime of growth?*

Act: Build retention strategies that support re-entry, skill-building, or career advancement over time. Make it easy for someone to return when life changes.

## TIMELINE AND MILESTONES

The full implementation is planned with a **pilot launch by June 30, 2026**, followed by evaluation and scaling beginning in the second half of that year. The Gantt-based implementation schedule breaks down as follows:

### **Phase 1: Understand Community Needs**

#### **Aug–Dec 2025**

- Listening sessions
- Journey mapping
- Partner engagement
- Trusted site identification

### **Phase 2: Design Inclusive Experiences**

#### **Dec 2025–Feb 2026**

- Service co-design
- “No wrong door” model
- Staff training
- Outreach refresh

### **Phase 3: Deliver & Adapt (Pilot)**

#### **Mar–Jun 2026**

- Launch pilot sites
- Test alternative hours
- Collect feedback
- Adjust in real time

### **Phase 4: Sustain, Evaluate, Expand**

#### **Jul 2026 onward**

- Analyze results
- Share learnings
- Scale promising models
- Secure resources

## PHASING OVERVIEW

<b>Phase</b>	<b>Timeline</b>	<b>Milestone</b>
<b>1. Understand Community Needs</b>	Aug 2025 – Dec 2025	Deep community input & journey mapping complete
<b>2. Design Inclusive Experiences</b>	Dec 2025 – Feb 2026	Prototype service designs & staff model
<b>3. Deliver &amp; Adapt Services (Pilot)</b>	Mar 2026 – Jun 2026	Pilot services running by June 30
<b>4. Sustain, Evaluate, Expand</b>	Jul 2026 – onward	Evaluation, scale-up, continuous learning

---

## PHASE 1: UNDERSTAND COMMUNITY NEEDS

### **Aug – Dec 2025 (5 months)**

Build the foundation by identifying who's missing, what barriers exist, and where trust already lives.

#### **Key Activities:**

- Map customer journeys with real users
- Conduct listening sessions with underrepresented groups
- Survey or interview community partners and employers
- Identify "trusted spaces" for future outreach
- Form customer and partner advisory groups

#### **Output:**

- Clear profiles of priority populations
- Pain-point maps of the current system
- Partner and location shortlist for pilot delivery

---

## PHASE 2: DESIGN INCLUSIVE EXPERIENCES

### **Dec 2025 – Feb 2026 (3 months)**

Translate learning into program design, outreach, and physical/digital improvements.

#### **Key Activities:**

- Co-design services with advisory input
- Draft “no wrong door” flow
- Simplify intake, reduce paperwork
- Refresh outreach and messaging
- Select 1–2 test sites for piloting
- Train staff on warm handoffs, lived experience, and ABC model alignment

#### **Output:**

- Final pilot service model
- Staff training & job aids
- Materials and signage ready for pilot
- Evaluation framework prepared

---

## PHASE 3: DELIVER & ADAPT (PILOT)

### **Mar – Jun 2026 (4 months)**

Test redesigned services in a real-world setting, monitor response, and make small adjustments.

#### **Key Activities:**

- Launch pilot sites (mobile or place-based)
- Provide evening/weekend options
- Track engagement, feedback, and return rates
- Hold weekly/biweekly learning sessions with staff
- Make real-time adjustments to improve experience

#### **Output:**

- Pilot up and running by **June 30, 2026**
- Early data and customer feedback collected
- Lessons captured to inform scale-up

## PHASE 4: SUSTAIN, EVALUATE, EXPAND

### Jul 2026 – onward

Use what you've learned to expand, scale, and build a truly integrated, human-centered system.

#### Key Activities:

- Analyze pilot outcomes and user feedback
- Share results with partners and funders
- Build implementation plan for additional sites/services
- Secure ongoing staff and resource support
- Continue using customer advisory groups for feedback

#### Output:

- Evaluation report (late 2026)
- Scaled-up delivery model in 2027
- System-wide adoption by 2028 (if phased expansion)

## PROJECT TIMELINE

	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Understand: Conduct listening sessions																	
Understand: Map customer journeys																	
Understand: Engage community partners																	
Understand: Identify trusted spaces																	
Understand: Form advisory groups																	
Design: Co-design service models																	
Design: Draft no-wrong-door flow																	
Design: Simplify intake & paperwork																	
Design: Refresh outreach materials																	
Design: Train staff & test tools																	
Pilot: Launch pilot sites																	
Pilot: Track engagement & feedback																	
Pilot: Run evening/weekend options																	
Pilot: Host learning huddles																	
Sustain: Analyze pilot outcomes																	
Sustain: Share findings																	
Sustain: Plan for scale-up																	
Sustain: Secure long-term resources																	

## **Workforce Innovation and Opportunity Act Local Plan Update Action Item**

### **DISCUSSION**

The Workforce Innovation and Opportunity Act (WIOA) requires each Local Workforce Development Board to develop a comprehensive strategic plan every four years to guide workforce investments, partnerships, and service delivery within the local area. Lane Workforce Partnership's current Local Plan covers the period of 2024–2028.

The Workforce Talent and Development Board has requested that each region review its approved local plan and, if necessary, submit updates to ensure alignment with current economic conditions, labor market needs, state priorities, and emerging workforce challenges. This review process provides an opportunity to assess progress to date, incorporate new data and stakeholder feedback, and refine strategies to better support job seekers, employers, and community partners.

Lane Workforce Partnership staff completed a review of the 2024 – 2028 plan and have determined that the only sections requiring updates are those related to the outcome of the 2025 procurement which resulted in a change to the WIOA Adult and Youth service providers as well as LWP assuming the responsibilities of the One-Stop Operator. All other sections of the plan are current.

Lane Workforce Partnership aims to ensure that its Local Plan continues to reflect regional workforce priorities, strengthen sector partnerships, advance equitable access to employment and training opportunities, and support economic resilience across Lane County.

Lane Workforce Partnership is required to post these updates for a 30-day public comment period.

### **RECOMMENDATION**

That the Lane Workforce Partnership Board approve the Amendment of the 2024 – 2028 Workforce Development Board Local Plan.

**Lane Workforce Development Board  
Workforce Innovation and Opportunity Act 2024 – 2028  
Local Plan Amendment**

**Table of Contents for Updated Sections**

Strategic Portion	Section	Page
Section 1: Vision and Leadership	No Changes to this Section	
Section 2: Data and Analysis	No Changes to this Section	
Section 3: Alignment and Improvement	Updates to 3.1 and 3.3	2
Operational Portion	Section	Page
Section 4: Services and Activities	Updates to 4.2, 4.7, and 4.8	3
Section 5: Compliance	Update to 5.7	4

## Section 3 – Alignment and Improvement

Section 3.1 – Updated to add Looking Glass under Youth Services Partners and remove Oregon Extension Manufacturing Partnership and Lane County Health & Human Services

### 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)

Youth Services Partners

- Looking Glass (LG)
- Connected Lane County (CLC)
- Lane County Education Services District (ESD)

Business and Industry Engagement

- 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.

Section 3.3 Updated to remove Connected Lane County and insert Looking Glass as the WIOA youth service provider.

### 3.3

**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 **Looking Glass (LG)**. LG 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 youth for successful high school graduation, facilitate their transition to post-secondary education, and ultimately guide them towards a career.

## Section 4: Services and Activities

Section 4.2 A updated to removed Connected Lane County and insert Looking Glass as the WIOA youth services provider. All other content of this section remains the same.

### 4.2 A

**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 **Looking Glass (LG)**. LG 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 youth for successful high school graduation, facilitate their transition to post-secondary education, and ultimately guide them towards a career.

Section 4.2 B updated to add Team Oregon Build and to clarify that Connected Lane County is not currently funded by WIOA Youth.

### 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/Team Oregon Build 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 supports designed to provide housing for the un-housed in Lane County.

In Lane County, we are also strengthened by the innovation of an additional youth Service Provider, Connected Lane County (not currently funded by WIOA Youth). Connected Lane County has worked to expand youth services from a downtown Eugene location, Spark on 7<sup>th</sup>, to Spark at Booth-Kelly located in Springfield, Oregon. Spark on 7<sup>th</sup> 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 touch the lives of hundreds of youth and young adults each year.

Section 4.7 updated to remove Lane County Health and Human Services and insert Grant Associates as the WIOA Title I Adult and Dislocated Worker service provider.

#### 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 Grant Associates under contract with Lane Workforce Partnership
- WIOA Title III – Wagner Peysner – Oregon Employment Department’s Workforce Services
- Easter Seals of Oregon – CSEP Title V Program
- Oregon Employment Department’s Veterans Programs

Section 4.8 A updated to remove Oregon Manufacturing Extension Partnership (OMEP) and insert Lane Workforce Partnership as the current One-Stop Operator.

#### 4.8 A.

The current One-Stop Operator is Lane Workforce Partnership (LWP).

Sections 4.8 B and 5.7 C are updated to include changes to service providers as a result of the PY 2025 Procurement conducted for the One-Stop Operator, WIOA Adult/DW Service Provider, and WIOA Youth Service Provider.

#### 4.8 B

The One-Stop Operator is selected through a procurement process. The current procurement was conducted in the Spring of 2025 for a four-year period to begin on July 1, 2025, for Program Year 2025/2026. This was a failed procurement. LWP requested and obtained approval to assume the responsibilities of the One-Stop Operator for a one-year period. LWP is in the process of seeking approval to extend this responsibility for an additional three years.

### Section 5 Compliance

#### 5.7 C.

Lane Workforce Partnership is in contract with Looking Glass for the provision of WIOA Youth formula funded program services. Procured in 2025 for a five-year cycle, this contract was first executed on July 1, 2025, and will be renewed annually pending performance and available funding.

Lane Workforce Partnership is in contract with Grant Associates for the provision of WIOA Adult and Dislocated Worker formula funded program services. Procured in 2025 for a five-year cycle, this contract was first executed on July 1, 2025, and will be renewed annually pending performance and available funding.

Lane Workforce Partnership is the current One-Stop Operator.

**Quarterly Contract Review Worksheet Mid-Year**

**Contractor:** Grant Associates

<b>Participant Data</b>				
<b>Fund</b>	<b>Enrollment Goal</b>	<b>Projected to Date</b>	<b>Actual to Date</b>	<b>Percent of Goal</b>
WIOA Adult	75	38	29	76%
WIOA DW	75	38	40	105%
QUEST	26	13	11	85%
WorkEx OJT	11	6	5	83%
Bushnell Work Ready	47	24	22	92%
P10K + WorkEx CDL	17	9	10	111%
<b>Expenditure Data</b>				
<b>Fund</b>	<b>Total Award</b>	<b>Projected to Date</b>	<b>Actual to Date</b>	<b>Percent of Total</b>
WIOA Adult	\$295,098.00	50%	\$65,398.55	22%
WIOA DW	\$175,829.00	50%	\$86,863.36	49%
QUEST	\$158,887.54	50%	\$62,472.76	39%
WorkEX	\$152,404.00	50%	\$53,018.00	35%
Bushell/Work Ready	\$218,977.53	50%	\$69,718.41	32%
P10K	\$79,750.00	50%	\$40,012.91	50%

**Contractor:** Looking Glass

<b>Participant Data</b>				
<b>Fund</b>	<b>Enrollment Goal</b>	<b>Projected to Date</b>	<b>Actual to Date</b>	<b>Percent of Goal</b>
WIOA Youth	*135	90	76	56%
<b>Expenditure Data</b>				
<b>Fund</b>	<b>Total Award</b>	<b>Projected to Date</b>	<b>Actual to Date</b>	<b>Percent of Total</b>
WIOA Youth	\$594,000	\$297,000	\$220,686.42	37%

\*carry-in of 45 plus new enrollment goal of 90.

**Contractor:** Connected Lane County

<b>Participant Data</b>				
<b>Fund</b>	<b>Enrollment Goal</b>	<b>Projected to Date</b>	<b>Actual to Date</b>	<b>Percent of Goal</b>
OYEP	35	35	34	87%
<b>Expenditure Data</b>				
<b>Fund</b>	<b>Total Award</b>	<b>Projected to Date</b>	<b>Actual to Date</b>	<b>Percent of Total</b>
OYEP	\$595,000	\$148,750	\$163,279.95	27.44%

**Contractor:** Collaborative Economic Development Oregon

<b>Expenditure Data</b>				
<b>Fund</b>	<b>Total Award</b>	<b>Projected to Date</b>	<b>Actual to Date</b>	<b>Percent of Total</b>
Industry Engagement	\$338,000	50%	\$170,549.25	50%
Workforce Benefits Navigator	\$600,000	80%	\$457,087.59	76%