

Workforce Investment Area Local Plan Modification Program Year 2007–08

LWIA: Mendocino County Workforce Investment Board

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EXECUTIVE SUMMARY

Mendocino County's economy and workforce are changing. With these changes come new challenges. It is the Workforce Investment Board's goal to address these challenges head on and convene the necessary discussions to affect change.

In the past, Mendocino County has counted on the timber and fishing industries, plus seasonal crops, for the majority of its jobs. In 1996, timber represented 52 percent of total agriculture production in the county, whereas in 2005, timber represented only 43 percent of the total agriculture production.

The total gross agricultural value for commodities produced in 2005 was \$209,559,100, a 20% increase from 2004. Agricultural production, excluding timber, had a value of \$120,118,100, which is an increase of 12% from 2004. The leading category was timber with a value of \$89,441,000. Wine grapes, the second leading crop rebounded after 7 years of declining values. Their value of \$72,557,900 was an increase of 21% from 2004. The only crop category that did not show an increase from 2004 was vegetable production.

The coastal ground fishery was subject to new regulations to help the fishery recover over several decades. The 2006 salmon fishing season was severely curtailed by regulations from the Pacific Fishery Management Council, shortening the season to protect the spawning of the Klamath River Chinook.

The county workforce can no longer rely on the primary and secondary employment from these industries as the core of the local economy.

It is challenging to fill the economic gap caused by the decline of the timber and fishery industries. The county workforce can no longer rely on the primary and secondary employment from these industries as the core of the local economy. Mendocino County's remote location and lack of infrastructure development make it difficult to attract, retain and expand businesses. More than 90 percent of the businesses in the county employ 20 or fewer employees. The economy continues to shift from high-paying manufacturing jobs to low-wage service jobs. The decline in high-wage natural resource based jobs and the lack of new large-scale, high-wage business jobs have contributed greatly to the county's profile as a high unemployment, low-income area.

In the County's General Plan and Comprehensive Economic Development Strategy, local residents state that they want a community with living wage jobs and businesses that complement the county's natural resource base. Mendocino County has the quality of life that businesses desire. However, businesses also desire a pool of productive, skilled workers that the Workforce Investment Board (WIB) is endeavoring to develop with its WIA partners. A broad-based workforce development collaborative has been established that includes over 50 local entities – WIA mandated partners together with community-based organizations.

The Workforce Investment Board oversees all workforce initiatives, policies, practices and outcomes within Mendocino County and provides planning, procurement, administration, and oversight of contracted funds for services. Development of the total One-Stop system continues to evolve over time. On-going development of the system has been clearly identified as a priority among the mandated partners and other involved entities. Each partner brings a unique service/program to the system. To the extent possible, these partners are co-located or have outstationed staff in each of the current Mendocino Works Employment Resource Centers, located in the communities of Ukiah, Willits, Fort Bragg, Laytonville, and Covelo. These centers provide information and referrals to partner organizations. The private sector has become increasingly involved and has strengthened program linkages. The system has become fully integrated, offering seamless service to all customers

– job seekers or employers. Additionally, increased involvement between the private and public sectors allows for the design of effective youth programs, providing information and other services that prepare young people for participation in the world of work. In 2006, a Business Services Response Team was formed to expand the business services program.

This Strategic Five-Year Local Workforce Investment Plan, hereinafter referred to as the local Plan:

- Allows the Workforce Investment Board to communicate to its customers (local businesses, professions, youth and adult job and education seekers, and incumbent workers) its commitment to serving the diverse and dynamic workforce needs of the county;
- Establishes the requirement for “Universal Access”;
- Demonstrates needed collaborative/integrated efforts;
- Is subject to ongoing modifications (which must be approved by the local Workforce Investment Board) for any specific programmatic design(s);
- Allows Mendocino County to continue to receive State allocated funds and provide Workforce Investment Act programs.

The local Workforce Investment Board seeks to serve the “universal customer” and has prioritized funds to ensure that individuals receiving public assistance, low-income individuals and others determined by the WIB to be most in need can receive intensive and training services. Workforce Investment Act funds will be supplemented through the sharing of resources by partners and other agencies, solicitation of foundation grants, provision of services for a fee, and other private sector contributions. The integration of job development activities will continue to maximize the identification of employment opportunities yet minimize the duplication of effort. Information related to program performance will drive funding and evaluation decisions to facilitate continued improvement. This local Workforce Investment Board also envisions “universal access,” and addresses critical community needs such as child care and transportation so that educational and workforce development needs may be more fully achieved. The Workforce Investment Board acknowledges the importance of continuous improvement and customer satisfaction as key to the success of our programs and services.

It is the intent of the local Workforce Investment Board to help develop local workforce initiatives that enhance an economic environment that fosters an increased quality of life for all those residing here. To that end, the WIB recognizes the following challenges faced by the County – business community, government and citizenry:

- An infrastructure system (water, wastewater, roads) that is outright lacking in rural areas or needing additional capacity and facility upgrades;
- Growing employment in tourism, services and non-durable good manufacturing (food & beverages) sectors becoming the prevailing economy engine in the wake of declining timber and fisheries - higher wage resource-based jobs;
- Comparing annual wage data from 2005 and 2006, the annual average weekly wage rate in Mendocino County increased by 4.5% while the median price of housing inland decreased by 2.5%. However, the coastal median sales price for a home did increase in that same period by 2.5%. In addition, it is estimated that 50% of renters are unable to afford the rent of a 2 bedroom apartment;
- While 18.2% of the total population lived in poverty in 2005, the poverty rate for the county’s children ages 0 to 18 was 24.0%;
- The ethnic composition of the county is becoming more diversified with a Hispanic population that is expected to increase from 19% to 22% and bring new economic, workforce and cultural opportunities in the near future to the county;
- An aging workforce containing an estimated one-fourth of the population now over 55; and;
- Concerns that excessive housing costs and lower than average wages are impeding efforts to attract and retain skilled and professional workers – a potentially younger workforce, who are

often compelled to leave the area for employment opportunities in areas where wages and housing options are better.

It is the intention of the Mendocino County Workforce Investment Board to use this document as one of its resources when convening discussions on how these challenges may be met. (See section III. Labor Market Analysis on page 8 for a current economic description of Mendocino County.)

I. PLAN DEVELOPMENT PROCESS

A. What was the role of the Chief Elected Official in developing the plan? [WIA, Section 118(a)]

The Mendocino County Board of Supervisors appointed a Workforce Investment Act Transition Task Force with the responsibility of recommending members for the local Workforce Investment Board and operational processes. The local Workforce Investment Board and the Chief Local Elected Officials of this Workforce Investment Area assure that, in accordance with the Act, the local Workforce Investment Board determines the procedures for developing the local Plan. The procedures required representatives of the employment and training, placement, vocational education, and social service programs in the Workforce Investment Area to be actively involved in the development of the local Plan. The procedures also included the method by which these programs were notified of the start and the agenda for the planning process.

B. What local workforce investment board, transition board or existing body had oversight for the development of this local Plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]

The initial development of the local Plan was conducted by the Workforce Investment Act Transition Taskforce as appointed by the Chief Local Elected Official. After appointment of the local Workforce Investment Board the responsibility for completing the local Plan was transferred to that body. The Chief Local Elected Official(s) of this Workforce Investment Area assures that the local Workforce Investment Board was actively involved in all stages of program planning, policy setting, oversight, evaluation, and implementation.

C. Describe the process used to provide an opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farmworker representatives. Describe the process used to get input for the plan prior to submission. [WIA Section 118(c)(1) and WIA Section 118(b)(7)]

The Mendocino County Board of Supervisors established a Workforce Investment Act Transition Taskforce that had membership representation from organized labor, business, professions, and all required One-Stop partners. This local Plan was made public for review and input on December 8, 1999. All input from partners was discussed and incorporated into the local Plan if applicable. Once the final draft was completed, with all partners and public input, the local Plan was submitted to the local Workforce Investment Board for review. The local Plan was made available to the general public through an announcement in local newspapers. In addition, the local Plan was available for review at libraries and other public facilities. A draft local plan was adopted by the Mendocino County Board of Supervisors on February 15, 2000. This revised local plan was reviewed, amended and adopted by the Workforce Investment Board on July 12, 2000. The Board of Supervisors approved the Second-Year Local Plan Modification on September 25, 2001, the third-year modification on August 20, 2002, the fourth-year modification on August 19, 2003, the fifth-year modification on September 14, 2004, and the one year extension of the modified plan on August 10, 2005.

D. How were comments considered in developing the local WIA plan? [State Planning Guidance I B. and WIA, Section 112(b)(9)]. In an attachment, summarize any comments received.

No comments have been received.

E. Describe the method used to make copies of the local Plan available through public hearings, and through the local news media and the Internet. [WIA, Section 118(c)(2)]

The local Workforce Investment Board and the Chief Local Elected Officials of this Workforce Investment Area assure that the local Plan or a summary has been published in accordance with the requirements of the Workforce Investment Act Section 118(c)(2) and has been made available for review and comment in accordance with that section. Proof of public notice of availability for review and comment is on file with the administrative offices of the Workforce Investment Area and is available upon request.

F. What other organizations were involved in the development of the local Plan? How were they involved?

The Mendocino County Board of Supervisors established a Workforce Investment Act Transition Taskforce with membership including all required partners and other interested agencies. This committee provided recommendations to the local Workforce Investment Board in regard to the development and implementation of the local One-Stop system. Individuals serving as members of the Workforce Investment Act Transition Task Force represented organized labor, private sector employment, local employment and training providers, public education (K-12 and Community College), community based organizations, economic development agencies, the Employment Development Department, Youth services, the local Department of Social Services, Native American Grant Recipients, representatives from the private sector and the State Department of Rehabilitation. In addition to the Task Force members, the local Plan was presented for review and comment to Mendocino Works, an organization that boasts a partnership involving virtually all local workforce, economic development and social service related providers in Mendocino County, with a membership in excess of 50 organizations and businesses. The revised local plan was adopted by the Mendocino County Workforce Investment Board on July 12, 2000.

G. When must a local plan be modified? [20CFR 661.355]

Situations in which modifications may be required by the Governor include significant changes in local economic conditions, changes in the financing available to support WIA title I and partner-provided WIA services, changes to the Local Board structure, or a need to revise strategies to meet performance goals.

II. LOCAL VISION AND GOALS

A. What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan? [State Planning Guidance II B.] [WIA, section 117(d)(1)] Some specific questions that may be considered are:

The Mendocino County Workforce Investment Board considers the following to be key to our vision:

- The needs of employers and workers will drive the workforce development system;
- Universal and easy access to the workforce development will be assured;
- Programs and services will be integrated into a seamless and flexible delivery system;
- There will be strong recognition and support for life-long learning and continuous improvement;
- There will be public accountability for system results and outcomes and;
- All members of the community will receive an opportunity to participate to the greatest extent they can in the workforce and become economically self-sufficient and contributing members of our community.

It is the work of the local Workforce Investment Board to implement the key elements of our vision. Substantial progress has already been made by the establishment of a One-Stop delivery system (Mendocino Works Employment Resource Centers) which represents a continuing effort to bring coherence to the delivery of workforce development services.

The local area will develop a strategic plan for workforce investment capacity building for WIB members, partner agencies and staff. Capacity building is defined as the systematic improvement of job functions, skills, knowledge and expertise of the personnel who staff the workforce investment system in Mendocino County. Within this context, the capacity building system comprises several elements. These include a comprehensive curriculum of training topics, related to workforce investment requirements and effective practices. We will continue to develop systems that allow for communication and sharing of resources among all partner agencies and business representatives to ensure that their training needs are met. We will maintain a consistent dialogue with customers through focus groups and surveys. Local and State collaboration and partnership in providing timely, consistent training products is emphasized in order to provide high quality training services.

The One-Stop Centers throughout Mendocino County are a vehicle for transforming the fragmented collection of federal, state and local job employment and training programs into a coherent employment and training system. By providing job and information seekers, employers and other professionals with a One-Stop opportunity for accessing valuable, pertinent career resources, these customers are able to more rationally and effectively address their own unique needs.

Prompt and complete information about employment and educational opportunities, as well as customized service delivery, is available at Employment Resource Centers to enable customers to successfully negotiate through an increasingly complex and demanding labor market.

Employment Resource Centers form an integral part of an overall workforce development strategy aimed at upgrading the basic and occupational skills of current workers and those about to enter the workforce. With information about the availability of jobs and educational opportunities for various career choices, as well as the relative quality of those factors, job seekers and students are better prepared to make the crucial career decisions that are the fundamental determinants for themselves and their families' future quality of life.

By becoming effective and efficient consumers of career programs and services, workers will be given a head start towards the attainment of better skills and jobs, higher wages, and an improved quality of life. With a highly skilled, motivated workforce, Mendocino County is poised to retain and attract high-quality jobs to the area. Since workforce attributes are major considerations for locating and expanding firms, an effective One-Stop system serving employers and workers is a fundamental tool for economic development.

Using private sector expertise in a strong collaboration with the public sector, the Mendocino County Workforce Investment System has strived to:

- Increase employment, job retention, and earnings of customers;
- Increase customer occupational skill attainment; improve the quality of the local workforce;
- Reduce welfare dependency;
- Enhance the productivity and competitiveness of the business and professional community and residents of Mendocino County;
- Create a healthy diverse business and professional environment through the encouragement of new career opportunities;
- Respond rapidly to business closures and potential layoffs; and
- Contribute to the ability of education and training providers to meet private sector needs.

The system includes staff who are trained and culturally astute when assisting customers to access needed core, intensive and training services.

1. In five years, describe how your local system will integrate services. [WIA, Section 117(d)(1) and Section 118(a)]

As an economic and workforce development partnership, the Mendocino County Workforce Investment System will continue to offer universally accessible, integrated, comprehensive services to job, education and information seekers and employers. The system has expanded the One-Stop service delivery concept beyond the Employment Development Department Field Offices and the Job Training Partnership Act Service Delivery Area to include all employment and training providers, as well as educational agencies, other human service providers, and community-based organizations with each agency assuming a proportional amount of the costs through an agreed upon cost allocation plan. The Employment Resource One-Stop Centers will be managed by an operator designated by the local Workforce Investment Board that will receive operational advice from a council made up of policy level representatives from partner agencies co-located at the specific site. Agency staff would continue to report to their parent agency with regular meetings between the One-Stop operator and assigned supervisors to evaluate performance and, if needed, develop corrective action. Signs will be located at each Employment Resource Center that identify the co-located partners but services provided customers will be available in a seamless manner. Currently, there are more than 50 local organizations engaged and committed to the One-Stop delivery system approach.

2. What programs and funding streams will support service delivery through the One-Stop system? [WIA, Section 121(b)(1)(B)]

With the ultimate goal of seamless service, the Mendocino County Workforce Investment System will continue to combine the various funding sources available through federal offerings that include but are not limited to: Carl Perkins Act, Welfare-to-Work, the Workforce Investment Act, Wagner-Peyser Act, Older Worker Act, Community Services

Block Grant, and Veterans Employment and Training. These funds will be augmented by the solicitation of Private Foundation Grants, National Program Grants and Fee-for-Service activities.

3. *Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved? [20 CFR Part 652, et al., Interim Final Rule (I)(A), State Planning Guidance II.B. bullet 3]*

The workforce development system will disseminate information to all customers. We will operate with a “no wrong door” policy so that any customer may access information about system resources and core services at all Employment Resource Centers and satellite centers.

Core Services will be provided to all customers through personal contact at the Employment Resource Centers and an electronic access system as follows:

- Intake, Orientation to Services
- Determination of Eligibility for Services
- Job Search, Placement & Counseling
- Performance & Program Cost Information About Eligible Providers
- Local Area Performance Information
- Labor Market Information
- Information on Support Services and local resources
- Information on Filing Unemployment Insurance Claims
- Eligibility Determination for Welfare-to-Work
- Follow-up Services

Intensive Services will be available through Employment Resource Centers as a direct service or by referral to an appropriate agency as follows:

- Comprehensive and Specialized Assessment
- Development of Individual Employment Plans (IEP)
- Work Experience Activities
- School Drop-Out Prevention
- Group Counseling
- Individual Counseling and Career Counseling
- Case Management for Participants Seeking Training Services
- Short-Term Pre-Vocational Services
- Vocational English as a Second Language/Literacy Classes.

Training Services will be provided to customers who:

- Have met the eligibility requirements for intensive services and who are unable to obtain or retain employment through such services;
- After an interview, evaluation or assessment, and case management have been determined by a One-Stop Operator or One-Stop partner, as appropriate, to be in need of training services and to have the skills and qualifications to successfully participate in the selected program of training services;
- Select programs of training services that are directly linked to the employment opportunities in the local area involved or in another area in which the adults or dislocated workers receiving such services are willing to relocate;

- Are unable to obtain other grant assistance for services, including Federal Pell Grants established under title IV of the Higher Education Act of 1965 or require assistance beyond the assistance made available under other grant assistance programs, including Federal Pell Grants; and
- In the event that funds allocated to a local area for adult employment and training activities under paragraph (2)(A) or (3) of section 133(b) are limited, priority will be given to recipients of public assistance and other low-income individuals for intensive and training services.

Training services will include, but are not limited to:

- Occupational skills training
- Entrepreneurial Training
- On-the-job training and classroom training
- Skills upgrading and retraining
- Job readiness training; and
- Additional training services that are developed to meet the specific needs of customers.

4. How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system? [WIA, Section 121(b)(1)(B)(xii)]

The Employment Development Department is a partner of the Mendocino Works Employment Resource System and will outstation staff at the various One-Stop locations. These staff will be available to provide Wagner-Peyser Act services and information about unemployment insurance to any individual who accesses our services. Training will be provided to staff from other partner agencies that will allow them to also provide information to customers in the absence of EDD staff.

5. How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy? [WIA, Section 111(d)(2) and 112(a)]

Key goals for youth programs are:

- Retention in school;
- Development of employment skills; and
- School success.

Youth receive access to resources and services through the coordination of the Mendocino County Office of Education, local school district programs and the Workforce Investment System with recommendations from the WIB Youth Council. The system allows youth to see the relevance of their education through real world experience that fosters high academic standards and achievement as well as provides youth with the occupational and life skills needed for success in the workplace. Choice and decision making is a major part of program options. Programs expose youth to a variety of career options, choosing a course of study including linkages from high school to post-secondary institutions. The goal is to help youth meet today's high standards for employment and continued education by integrating academic learning with preparation for employment.

B. Identify organizations involved in the development of your local vision and goals.

Organizations involved in the development of the local vision and goals are: organized labor, private sector employment, local employment and training providers, public education (K-12 and Community

College), community based organizations, economic development, the Employment Development Department, Youth services, the local Department of Social Services, Native American Grantees, Migrant and Seasonal Farm Worker Grantees, and the State Department of Rehabilitation. In addition to the Task Force members, Mendocino Works, an organization that boasts a partnership involving virtually all local workforce, economic development and social service related providers in Mendocino County with a membership in excess of 50 organizations and businesses contributed to the development of the local vision and goals.

III. LABOR MARKET ANALYSIS

Current Economic Description of Mendocino County

Introduction

Mendocino County is a large, rural area located two hours north of San Francisco. With 3,510 square miles, it is the fifteenth largest county in the state. Mendocino County experienced a modest increase of 0.5% in population during 2006, for a total of 90,291 residents. According to the California Department of Finance Demographic Research Unit, 61,949 residents live in the unincorporated area, while the county's largest city, Ukiah, has 15,955 residents. Two-thirds of the county's population live in the county's interior region and the remaining one-third are located in small communities along the Pacific Coast. Most of the employment opportunities are in or near the county's incorporated areas. Mendocino County's remote location, rugged topography (only 3 percent of the county is flat!) and lack of infrastructure development make it difficult to attract large-scale, high-wage businesses into the area. Moreover, the driving distances between the four incorporated cities (Ukiah, Willits, Fort Bragg, and Point Arena) are considerable due to the geography of the area and the hilly, winding roads linking them. For example, the 76 mile drive from Willits to Point Arena requires approximately three hours. Limited economic opportunities, a declining resource-dependent economy, and a lack of affordable housing combine to produce a challenging workforce environment for employers and employees alike.

Employment and Unemployment

Employment Development Department Labor Market Information data for Mendocino County for the period between July 2006 and July 2007 indicates a 4% increase in the overall civilian unemployment resulting in a 5.5% unemployment rate (identical to the California rate of 5.5%), placing the county 23rd in state rankings for unemployment. By sub-area, the unemployment rates for the same period, in descending order, are Laytonville (12.1%), Covelo (9.6%), City of Fort Bragg (6.4%), City of Ukiah (5.6%), Mendocino (5.4%), City of Willits (5.2%), and City of Point Arena (1.9 %). Countywide, there was a 1% decrease in the civilian labor force, dropping from 43,570 to 43,140 from July 2006 to July 2007. Mendocino Private Industry Council provided Rapid Response Assistance due to layoffs to 177 individuals in 2006, down 39.4% from 2005.

Between July 2006 and July 2007, the total farm sector experienced a 2.9% increase of 60 employees and total non-farm employment saw a 2% decrease of 620 employees. Sector changes of note include goods producing – a 7.6% decrease (390 employees); durable goods – a 2.5% decrease (40 employees); non durable goods – 2.2% decrease (30 employees); wood product manufacturing – 7.3% decrease (70 employees); construction – a 10.8% decrease (180 employees); and finance and insurance – 1.4% decrease (10 employees). The government employment sector increased overall by 1.3%, which included a 7.3% increase in state government (40 employees), and a .8% increase in local government (50 employees).

Evolving Economic Base

Mendocino County's industry employment totals reflect the loss of 1,260 jobs during the years 2002-2006. Despite the overall loss, several industries increased their employment base during this period. These included: educational and health services; leisure and hospitality; and financial activities. Educational and health services gained 150 jobs, growth of 4.2%. Leisure and hospitality recorded an increase of 2.4%, or 100 jobs, while financial activities increased employment by 7.7% with 90 jobs added. Growth in these industries was offset by cumulative job loss in all other major industries, with the largest declines posted in: manufacturing (down 760 jobs); government (down 330 jobs); and agriculture (down 150 jobs).

Agriculture

According to the Mendocino County 2005 crop report, the total gross agricultural value for commodities produced in 2005 was \$209,559,100, a 20% increase over 2004. The leading category was timber with a value of \$89,441,000. Agricultural production, excluding timber, had a value of \$120,118,100. Wine grapes, the second leading crop rebounded after seven years of declining values. The value of \$72,557,900 was an increase of 21% from 2004. The pear crop decreased by 26.4% to a value of \$11,704,400, while livestock production increased by 41.7% at \$10,467,700. Milk production had a value of \$4,139,200, an increase of more than 7.2%. The State of California Department of Fish and Game reports a preliminary total value of \$6,615,121 for the 2005 commercial fish catch, a decrease in value of nearly 16.7% and reflecting a 6.4% decrease in total pounds caught.

Tourism

Tourism is important to the county's economy and provided approximately 5,490 jobs in 2005. Travel spending in 2005, at \$307.2 million, was up slightly from the 2004 figure of \$299.5 million. In 2005, travel-generated earnings totaled \$111.1 million, a slight increase over the 2004 county earnings of \$110.8 million. The transient occupancy tax for 2006 totaled \$5,823,000, up from \$5,579,000 in 2005. The unincorporated area garnered the majority of the taxes (63%), experiencing a \$79,400 increase from 2005. The incorporated cities of Ukiah, Willits, Point Arena and Fort Bragg all experienced increases in occupancy tax as well. In 2004, 2.23 million persons traveled to Mendocino County; 0.27 million constituted business travel, while 1.96 million were leisure travelers.

Retail Sales

County 2006 sales tax revenues increased by approximately 3.9% from 2005, for an un-audited total of \$12,622,414.

Wages

Total wages in all industries increased in 2006 by 4.5% from 2005 to \$975,360,761. The average annual wage rate also increased by 4.5% to \$30,004. The 2005 median annual family income was up .8% from 2004 to \$49,600, with a median monthly family income of \$4,133 (an increase of .1% from 2004). The 2005 total personal income for the county was \$2,570,364, while the per capita personal income was \$29,117.

Housing

The median sale prices of homes in inland Mendocino County fell from \$410,000 in the first quarter of 2006 to \$400,000 for the first quarter of 2007 (2.5%). The coastal home median sales price increased slightly from \$512,000 to \$525,000.

The increasing disparity between increases in wages and housing has been documented in several recent studies. In its Wine Country IRP Final Report, the Mendocino Council of Governments published projections for Mendocino County, between the time period of 2000 to 2020, showing a 46% increase in jobs, a 26% increase in wages, a 51% increase in housing, and a 112% increase in home prices. The average number of wage earners required to purchase a home will move from 2.47 in 2002 to 3.93 in 2020, with Anderson Valley residents experiencing the greatest impact as the number of required wage earners increases from 2.81 in 2002 to 7.56 in 2020.

Renter households make up 39% of the total households in the county. The estimated median renter

household income is \$31,079. According to findings for 2006 in the National Low Income Housing Coalition's annual Out of Reach publication, a Mendocino County renter would have to earn at least 100% of the renter median income for a 2-bedroom unit at fair market rent of \$779 (HUD's best estimate of what a household seeking modest rental housing must expect to pay for rent and utilities in the local market) to be affordable. It is estimated that 50% of renters are unable to afford the fair market rent for a two-bedroom apartment. The estimated mean (average) wage for a renter is \$9.15 an hour. In order to afford the fair market rent for a two-bedroom apartment, at this wage, a renter must work 65 hours per week, 52 weeks per year. Or, working 40 hours per week year-round, a household must include 1.6 worker(s) earning the mean renter wage in order to make the rent affordable. U.S. Census Bureau estimates show that the county has 18.2% of residents living in poverty, including 24% percent of the county's children age 0 to 18.

IV. LEADERSHIP

If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation under, WIA Section 117(d)(4), be transferred to the new local workforce investment board?

The Workforce Investment Transition Task Force, consisting of a majority of private sector members and the required One-Stop partners, drafted the local Plan. Once drafted, the local Plan was submitted to the Mendocino County Private Industry Council, designated by the Mendocino County Board of Supervisors, and newly appointed local Workforce Investment Board, for review and modification. The initial local plan was submitted to the State on February 9, 2000. The revised local plan was adopted by the Workforce Investment Board on July 12, 2000.

What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [WIA, Section 117(g)(1)(2)]

The local Workforce Investment Board will continue to comply with all federal, state and local conflict of interest requirements. A conflict of interest would exist if a member of the local Workforce Investment Board participated in the discussion of or voted on a matter under consideration by the local Workforce Investment Board regarding the provision of services by that member, or by an entity that the member is affiliated within a governance capacity, or that would provide direct financial benefit to the member or the immediate family of that member, or engage in any activity determined by the Governor to constitute a conflict of interest as specified in the State plan. While individuals must declare their actual or apparent conflict of interest, nothing in this policy would prevent that individual from presenting information to the local Workforce Investment Board.

How will the local board provide a leadership role in developing policy, implementing policy and oversight for the local workforce investment system? [WIA Section 117(d)(4)]

The local Workforce Investment Board (see Attachment 3 for a list of Mendocino County Workforce Investment Board Members), in collaboration with Mendocino Works, as well as other businesses and private non-profits, conducts strategic planning, develops the local workforce investment plan, performs oversight of the current Employment Resource Centers, manages numerous working committees, allocates resources, and develops policy. A Memorandum of Understanding defines the roles and relationships among mandated partners, the designated One-Stop Operator, and the local Workforce Investment Board. During the current economic planning cycle, WIB members will play a key role.

How will the local board assure the local system contributes to the achievement of the State's strategic goals? [WIA, Section 118(a)]

The Oversight Committee of the local Workforce Investment Board is responsible for ensuring that performance is achieved. The task of the Oversight Committee will include a system review to ensure the goals of streamlining services, empowering individuals, universal access, increased accountability, strong role for the local Workforce Investment Board and private sector, local flexibility, and improved youth programs are attained. To this end, customer feedback and satisfaction surveys and evaluations of program successes have been developed. This information is provided to the Oversight Committee and incorporated into policies and procedures of contracted service providers. Customers, employers and community organizations will continue to be surveyed. Information from the surveys and evaluations are used to establish benchmarks for continued improvement. To assist in monitoring the performance of the Employment Resource Centers, the local Workforce Investment Board will generate monthly

reports from local and state data.

How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117(f)(1)(A) and (B)]

The Mendocino County local Workforce Investment Board does not provide training services. The Mendocino County One-Stop System coordinates procurement of specific property items and/or services necessary to operate various programs under the direction of the Mendocino County Workforce Investment Board. All procurement transactions are conducted in a manner providing full and open competition and on a cost reimbursable basis. All written procedures and policies for procurement activities are made available to the public upon request.

How will the local board assure that the public (including persons with disabilities) has access to board meetings and activities including local board membership, notification of meetings and meeting minutes? [WIA Section 117(e)]

All sites selected as meeting sites for the local board must meet the standards established by the Americans with Disabilities Act for access by persons with disabilities. Notices of meetings will be posted, in accordance with applicable Federal, State and local law, in accessible buildings and meeting minutes are published on the Mendocino County Workforce Investment Board web site www.mendowib.org and made available to individuals making such a request. It is the intent of the local Workforce Investment Board to fully use modern technology with regard to electronic communications. Committee meetings are often held by teleconference for the convenience of those wishing to attend.

V. LOCAL ONE-STOP SERVICE DELIVERY SYSTEM

A. Describe the One-Stop delivery system in your local area. [WIA, Section 118(b)(2)]. Include a list of the comprehensive One-Stop centers and the other service points in your area.

As an economic and workforce development partnership, Mendocino Works Employment Resource Centers strive to offer universally accessible, integrated, comprehensive services to job seekers and employers that form the basis of the One-Stop delivery system in Mendocino County. The system was created to expand the One-Stop service delivery concept beyond the Employment Development Department Field Offices and the Job Training Partnership Act Service Delivery Area to include all employment and training providers as well as educational agencies, other human service providers, and community-based organizations. Currently, there are more than 50 local organizations that are engaged and committed to the One-Stop delivery system approach. Mendocino Works, the operational arm of our One-Stop System, is an established collaboration of workforce, economic development, and support service providers throughout the County. Its function is to:

- Keep all parts of the system informed about programs
- Identify and fill gaps in the system
- Form and develop funding collaborations
- Leverage WIA funds

The local Workforce Investment Board conducts strategic planning, develops the local workforce investment plan, performs oversight of the current Employment Resource Centers, manages numerous working committees, allocates resources, and develops policy. A Memorandum of Understanding defines the roles and relationships among mandated partners, the local designated One-Stop Operator, and the local Workforce Investment Board.

These same Memoranda of Understanding identify the various non-Workforce Investment Act funding sources available to provide education, training, employment, information and business/professional services throughout Mendocino County. Additional services, funded with Workforce Investment Act moneys, and not provided by the Employment Resource Centers are identified through contracts/subgrants between the service providers and the local Workforce Investment Board.

The Workforce Investment Act emphasizes the goals of informed customer choice, performance accountability, and continuous improvement. Each eligible training provider must submit verifiable information about the effectiveness of each of its training programs in preparing students for employment. For maintaining the subsequent eligibility and ensuring the continuous improvement of its training providers, the Mendocino County WIB may increase the levels of performance required by the State.

The Mendocino County Employment Resource Centers or satellites are located at:

Ukiah: 631 S. Orchard Ave.
Willits: Bldg. A, 221 South Lenore Avenue
Fort Bragg: 310 East Redwood St.
Covelo: 6405 Covelo Road

B. Describe the process used for selecting the One-Stop operator(s). [WIA, Section 121(d)(2)(A)] including the appeals process available to entities that were not selected as the One-Stop operators. [Interim Final Rule § 667.600 (b)(1)]

The Mendocino Private Industry Council, Inc. has been designated the One-Stop Operator through a

competitive process. A Request for Proposals was released on April 12, 2000 and MPIC, Inc. was awarded the contract. In any future competitive process, for an entity not selected as the One-Stop operator, an appeal can be filed with the WIB. If unresolved at that level, the entity can appeal to the County Chief Executive Officer and a final appeal could be requested to the Board of Supervisors.

C. Are each of the required WIA partners included in your One Stop delivery system? How have they contributed to your planning and implementation efforts? If any required partner is not involved, explain the reasons. [WIA, Section 117 (a)(2)(A)].

With the exception of Job Corps, Veterans Workforce and Housing and Urban Development (which have no presence in the local area), all required WIA partners are represented in the local One-Stop delivery system. Additionally, the WIB has utilized a valuable coalition of over twenty (20) non-mandated partner agencies for additional leveraged service funding. Each has contributed to the planning and implementation efforts by participating on the Mendocino County Workforce Investment Board, which developed this local plan. In addition, each of the mandated partners represented in the Workforce Investment Area has been engaged in planning and implementation efforts via Mendocino Works over the past eight years.

D. How will services provided by each of the One-Stop partners be coordinated and made available in the local One-Stop system? [WIA, Section 121(c)(2)]

Coordination of the services provided by the Mendocino Works partners was accomplished initially through the development of the Memoranda of Understanding (MOU) at the system level with the WIB. See Attachment 5.

A Mendocino Works One-Stop Partnership Council, composed of partner directors and managers, meets on a nearly monthly basis to coordinate services, strengthen communications and set policy. The Partnership Council functions as a broad-based review committee to ensure that the Mendocino Works system meets the following requirements:

- Customer driven;
- High quality customer service to job seekers and employers;
- Strong accountability system to ensure quality service is provided.

To foster a greater integration of services, Mendocino Works uses an existing system of electronic communications, co-location of staff from partner agencies, shared performance credit, joint marketing and informational materials, and clear policies regarding shared equipment and infrastructure. The Mendocino Works One-Stop Center Councils (made up of on-site managers) monitor daily operations and report to the One-Stop Partnership Council. Partner staffs, both on-site and remote, work together on service delivery teams to provide a better response to customer needs.

Memoranda of Understanding with the mandated partners are provided in Attachment 5.

E. What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]

Core services are universally available and provided through the Employment Resource Centers. Where appropriate, core information is also available through an electronic platform. Intensive services are offered to those individuals who, after attempting to gain employment through core services, remain unemployed and are determined by the local Workforce Investment Board to be eligible for and in need of intensive services to obtain employment.

The Mendocino One-Stop system ensures that job seekers have access to core and intensive services as described under WIA. Mendocino Works Employment Resource Centers provide core services,

intensive services and training referrals:

- Core services as specified under the Workforce Investment Act, Title I-Subtitle B (Federal Regulations Section 662.240), include eligibility determination for multiple programs; outreach, intake, and orientation; initial assessment; job search; placement assistance; career counseling; job listings; skills needed; occupational demand; information on eligible training providers, labor market trends, availability of supportive services, performance outcomes, filing claims for UI; and follow-up services. Flexible customer services allow for self-directed activities as well as group activities.
- Core services include workshops in job search, resume writing, interviewing, electronic job search, CalJOBS resume entry, career exploration and other related workshops. Workshops are scheduled in modules allowing maximum flexibility for customers. The computer lab is open to everyone. Current programs include Internet access, basic tutorials, and career guidance programs.
- Intensive services as specified under the Workforce Investment Act (Federal Regulations Section 663.200), including comprehensive and specialized assessment; development of an individual employment plan; group and individual career counseling; case management for participants seeking training services; and short-term and pre-vocational services or referrals.
- Access to training services (Federal Regulations Section 663.300) which may include, but are not limited to occupational skills training, on-the-job training (OJT); private sector training programs; skills upgrading and retraining; job readiness training; adult basic education and literacy programs and customized training.

F. What is your plan for administering Individual Training Accounts (ITAs) as defined in WIA, Section 134(d)(4)(G), including any limitations you plan to impose on ITAs established in your local area?

An Individual Training Account (ITA) is established on behalf of an eligible customer to finance training services from an eligible training provider chosen by the customer that meets local labor market needs. A cost analysis of eligible training providers to determine local market rate must be completed for all requests for ITA's exceeding \$2,000 for a given training activity. The total training shall not exceed \$10,000 without request in writing and receiving authorization from the Administrative Office. Additionally, the training period shall not exceed 5 years without request in writing and receiving authorization from the Administrative Office. (See Policy Draft 11A as attachment 3). Payment from ITAs may be made through electronic transfer of funds, vouchers, or other appropriate methods and may be made incrementally or in full. For customers receiving intensive services, an ITA will be established at the time the need for training services is determined. The selection of the type and content of training will be made by the customer and a Vocational Resource Specialist, based on informed choice and customer needs.

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G. Describe how the WIA funds will be used to leverage other federal, state, local and private resources. How will these coordinated and leveraged resources lead to a more effective

local system that expands the involvement of business, employers and individuals? [State Planning Guidance IV.B.3. and WIA, Section 112(b)(10) and Section 121(c)(2)(A)(ii)]

Partners combine resources to meet the need of businesses, employers and individuals. As an example, through Caregiver Training Initiative and Nurse Workforce Initiative funding, this LWIA effectively leveraged funding with the Ukiah Adult School, Mendocino County Office of Education, Mendocino College and the Mendocino Private Industry Council to establish a health care career training ladder in Mendocino County. Local health care facilities participated in the design of the program and provided on-the-job training opportunities. Such coordination maximizes training dollars in the community and gives the consumer a seamless experience when receiving needed training and support services. A strong and efficiently coordinated One-Stop system is a major asset when promoting economic development in Mendocino County.

H. Describe how the local system will meet the needs of dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; individuals with multiple barriers to employment; older individuals; people with limited English speaking ability; and people with disabilities. [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17) and Section 118(b)(4)]

All individuals are assessed to determine employment and training needs. Core services are available to all individuals while intensive and training services will be prioritized to ensure availability to Title I eligible customers as listed above. Training may start with Basic Skills, ESL or may start at the enhancement or upgrade level depending on the desire and skill level of the client. Training may occur at the agency site, a training site or a job site depending on whether it is General Education Diploma (GED) Tutorial, an OJT, Classroom Training, Work Experience or Limited Internship. Training prepares the client for employment in high-growth occupations where demand for workers exceeds the supply and wages are at a self-sufficiency level. Using information collected during intake, objective assessment, the development of an Individual Employment Plan, and working with the client, the case manager will complete a Classroom Training Request and document what is needed by the client to achieve their employment goal objectives. Once training is completed, the client is ready for job placement activities.

I. When allocated adult funds are limited, what criteria will you use in determining priority of service to ensure recipients of public assistance and other low-income individuals for intensive and training services? [WIA, Sections 134(d)(4)(E), 118(b)(4).]

Recipients of public assistance and other low-income individuals receive priority for the receipt of intensive and training services. To the extent Workforce Investment Act Title I funds are available, the provision of service to other clients will be considered. The Mendocino County Workforce Investment Board will seek non-federal sources of funds that can be used to serve clients who are not recipients of public assistance or considered low-income.

J. How will the local system assure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2), State Planning Guidance IV B.4.]

The Mendocino County Workforce Investment Board ensures equal opportunity and non-discrimination in the operation of Workforce Investment Act programs and activities. Local Employment Resource Centers and service providers are reviewed annually for compliance with Title VI and VII of the Civil Rights Act of 1964; The Age Discrimination Act of 1975; Section 503 and 504 of the Rehabilitation Act

of 1973, Title IX of the Education Amendments of 1972; Presidential Executive Order 11246 and 11375; The Americans with Disabilities Act, Section 181 (c) of the Workforce Investment Act and any other law and executive order that may apply. Programs are open to all qualified individuals and no individual shall be excluded from participation, denied benefits for which they are eligible, subjected to discrimination, or denied gainful employment because of race, color, national origin, age, handicap, sex, religion, political affiliation or belief, retaliation, or citizenship. In addition sexual harassment is against the law. Acts of sexual harassment are grounds for a discrimination complaint based on sex under Title VII of the Civil Rights Act of 1964.

K. Describe how employer services (e.g. systems to determine general job requirements and job listings, including Wagner-Peyser Act services) will be delivered through the One-Stop system in your area? [State Planning Guidance IV B.6.]

The local California Employment Development Field Office is a Workforce Investment Act and Mendocino Works partner and will provide general job requirements and job lists in accordance with the State of California Job Service Plan.

L. What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act? [State Planning Guidance IV B.7. and WIA, Section 121(b)(1)(B)(ii)]

The local California Employment Development Field Office is a Workforce Investment Act and Mendocino Works partner and will provide Worker Profiling and Reemployment Service in accordance with the State of California Job Service Plan.

M. How will you ensure that veterans receive priority in the local One-Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9. and WIA, Section 121(b)(1)(B)(ii)]

The local California Employment Development Field Office is a Workforce Investment Act and Mendocino Works partner and will provide services to veterans in accordance with the State of California Job Service Plan.

N. What role will Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One-Stop system? How will you ensure adherence to the legislative requirements for veterans' staff? [State Planning Guidance IV.B.10., 322, 38 USC Chapter 41 and 20 CFR Part 1001-120]

The local California Employment Development Field Office is a Workforce Investment Act and Mendocino Works partner and will provide Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) in accordance with the State of California Job Service Plan.

O. How will you provide Wagner-Peyser Act-funded services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers? How will you provide appropriate services to this population in the One-Stop system? [State Planning Guidance IV B.11.]

The local California Employment Development and Human Development Corporation Offices are

Workforce Investment Act and Mendocino Works partners and provide services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers.

P. How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities? [WIA, Section 118(b)(5), State Planning Guidance IV B.13.b]

Initially, rapid response activities are focused on the aversion of layoffs or plant closures. This occurs through the efforts of a Community Coordinator who acts as the liaison between the local Workforce Investment System and the community in general. The community encompasses all public agencies, private employers, community groups (e.g. Chamber of Commerce, Economic Development Agencies, etc.) and other customers such as potential clients and community-based organizations.

When Employment Resource Center staff are required to assist dislocated workers, every effort is made to provide maximum services to the client. Staff will coordinate services with all local service providers and during intake conduct a needs assessment to assure referral to other agencies when appropriate. If a referral is necessary and appropriate, staff will arrange for the client to receive those services. Staff works closely with community-based organizations, education agencies, counseling agencies, housing programs, and social service agencies to ensure all client needs are met.

Whenever possible, arrangements are made to provide information to affected workers on-site. This occurs after meeting with employer representatives to determine needs and coordinating with appropriate agencies. When applicable, during the meeting with the employer, staff obtains the name and telephone number of the local union representative. This representative is contacted and informed as to the availability and planned delivery of services information.

Actual presentations may vary depending on what the employer will agree to. Presentations of information may range from a brief overview and distribution of written materials regarding services to an extensive presentation by multiple agencies detailing available services. Staff will meet with each individual to determine their needs. If we cannot meet with individuals on-site, appointments will be made to meet with clients in one of the One-Stop Centers as soon as possible to complete needs assessments. All clients are assessed for needs beginning at intake. Referrals are made to other agencies as needed. Education, training and employment needs are determined at assessment and if employment is not the result of core services, an IEP is developed that details the goals and needs of each client.

If, as a result of the rural nature of Mendocino County, a site visit is not appropriate, staff will contact the employer to gather information and arrange for information regarding services to be delivered via mail and/or telephone to affected employees.

Q. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [WIA, Section 118(b)(4)(5), State Planning Guidance IV B.13.c.]

Should a layoff or plant closure occur, designated Employment Resource Center staff will contact the affected employer immediately upon notification to gather information and begin planning for the provision of Rapid Response Services. This initial contact is generally by telephone to arrange an on-site meeting with the employer. During this telephone call, information is gathered to enable Employment Resource Center staff to begin completion of the Rapid Response Assistance, On-Site Visit Report. Whenever possible, staff will meet with employer representatives on-site the same day or as soon as the employer will allow. Information provided during this visit includes, but is not limited to the following:

- Contact information regarding agencies that may be able to provide assistance that would divert the closure;
- Detailed information regarding all services available from the local Workforce Investment Board and the different ways these services and information can be delivered to the affected workers;
- Services available from the Employment Development Department; and services available from other local agencies such as Consumer Credit Counseling Services, Economic Development and Financing Corporation, Mendocino County Department of Social Services, and other organizations as appropriate.

R. Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. [WIA, Section 118 (b)(4)(5)]

Training includes, but is not limited to, language (ESL), basic skills, vocational skills, on-the-job training, competency training, and entrepreneurial training. Training enhances occupational and educational skills, which results in improved long-term employability, increased earnings and self-sufficiency.

Training programs for adults, dislocated workers and out-of-school youth emphasize finding the highest wage occupations for which participants are qualified so that job seekers may become self-sufficient. Attracting more high paying jobs to the area remains an important continuing priority for the Mendocino WIB. In addition, placing participants in entry level jobs at the start of a career ladder, and assisting employers to promote participants to higher positions in the ladder, is an exciting new service option which several WIB programs can fund... Training can start with Basic Skills, ESL or may start at the enhancement or upgrade level depending on the desire and skill level of the client. Training can occur at the agency site, a training site or a job site depending on whether it is GED Tutorial, an OJT, Classroom Training, Work Experience (youth only) or Limited Internship (youth only). Training provides the key components necessary to determine and fulfill employment and training goals. Training prepares the client for employment in high-growth occupations where demand for workers exceeds the supply and wages are at a self-sufficiency level. Entrepreneurial training can lead to self-employment opportunities.

Using information collected during intake, objective assessment, the development of an Individual Employment Plan, and working with the client, the case manager will complete a Classroom Training Request and document what is needed by the client to achieve his/her employment goal objectives. The length of training depends on the client's specific barrier to employment, but should not exceed two years. Once training is completed, the client will be ready for job placement activities.

Training Standards:

Clients who are recommended for training opportunities must complete a full objective assessment process and a full individual employment plan. The Individual Employment Plan must indicate all activities to help the client obtain the stated goals. Only activities that prepare a client for high-growth, or demand occupation will be approved for training funded through the Workforce Investment Act. Training must be based on the recommendations made on the basis of an objective assessment process that involves the client and the demand of the occupation.

Classroom Training (Remedial) and GED Preparation:

The goal of Classroom Training (Remedial) and GED preparation is to provide the client with reading comprehension, writing, listening, problem-solving and mathematical computation skills necessary to be competitive in the labor market for the jobs that will help them achieve self-sufficiency. Clients who demonstrate a deficiency in math and reading below the eight (8th) grade level need to consider Classroom Training Remediation for Basic Skills, which includes computer tutorials, and is encouraged

by the case manager.

Classroom Training (Remedial) and GED Prep Standards:

Remedial Skills Training will be individualized. The need for Remedial Skills upgrade or GED preparation must be indicated by the objective assessment agreed to by the client and documented in the Individual Employment Plan. If the client is not a high school graduate, a GED will be suggested as a training activity. Remedial skills training must use materials relevant to skills required for obtaining and maintaining employment.

Vocational/Occupational Classroom Training:

Vocational/Occupational Classroom Training is short-term training in a vocational school, business environment or community college setting to improve employability in the local labor market; instill work-related occupational skills; instill work maturity skills; and prepare clients for employment in high-growth, demand occupations. This activity will follow the Individual Employment Plan and be correlated with objective assessment recommendations. The GED should be completed and all arrangements for transportation, childcare, living income will be made prior to the client's acceptance into any training program.

Vocational/Occupational Classroom Training Standards:

The Individual Employment Plan will document client's training goals and support service needs and include all planned activities. Benchmarks, such as attendance records and contact information will be reviewed to insure program participation and completion. Case management will address problems arising during training. Assessment results will be documented in the client's file and correlated to the training and stated career goal. Training will lead to paid employment that supports the self-sufficiency of a client. Arrangements for licensing and certification will be understood and discussed with the client prior to training. All activities will be coordinated with supportive agencies and partnerships to ensure the client is receiving required benefits and services. All financial aid arrangements will be reviewed and documented to ensure no overlap in payment or undue burden on the client. Coordination with local training institutions regarding Pell grants will occur to make sure training is not being funded by more than one funding source. Prior to developing a training plan for Vocational Occupational Classroom Training, the case manager shall ensure that clients who are eligible for Workforce Investment Act services have been approved for funding, are interested in vocational/occupational classroom training, are suited to these activities, and can participate.

Individual Employment Plans and objective assessment information will be coordinated with the client to determine the vocational/occupational training goals are appropriate. A review of the Individual Employment Plan will help assist the client and the case manager in selecting vocational/occupational training.

The client is responsible for researching information regarding cost of support services, training fees, supplies, and equipment needs with case manager's direction. Together, the client and case manager will complete an Individual Employment Plan that clearly indicates the full array of vocational/occupational classroom training activities and support services needed to complete training goals.

S. MEMORANDUM OF UNDERSTANDING (MOU):

WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. As referenced on page 6, a copy of each MOU must be included with the plan. [WIA Section 118(b)(2)(B)]

The Memorandum of Understanding (MOU) may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies

used in overseeing the operations of the One-Stop career center system.

1. The MOU must describe: [WIA, Section 121(c)(1)(2)(A)(B)]

- a. What services will be provided through the One-Stop system?
- b. How the costs of services and operating costs will be funded, including cost-sharing strategies or methodologies?
- c. What methods will be used for referral of individuals between the One-Stop operator and partners?
- d. How long the MOU will be in effect?
- e. What procedures have been developed for amending the MOU?
- f. Other provisions consistent or as deemed necessary by the local board.
- g. Pursuant to Unemployment Insurance Code Section 14230, the Mendocino County Workforce Investment Board Policy states the WIA program is not a work-first program and delineates a process to refer customers directly to training services. The MOU will be amended to reflect this policy and is scheduled for approval by the WIB at the October 16, 2007 meeting. Final copies of both will be forwarded to the State at the time of approval. (See Drafts of both as attachments 1 and 2, respectively.)

Attached to this document as Attachment 5 are copies of executed Memoranda of Understanding among the One-Stop partners, the Mendocino County Workforce Investment Board and the Mendocino County Board of Supervisors. See Attachment 6 for the Resource Sharing Agreement among collocated partners.

2. Identify those entities with which you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(b)]

As noted above, please see Attachment 5 for negotiated MOUs. All mandated partners in Mendocino County have completed the MOU process. All co-located partners have signed the Resource Sharing Agreement, see attachment 6.

3. What process will the local board use to document negotiations with One-Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [Interim Final Rule §662.310(b)]

At this time, all of the mandated partners have successfully negotiated Memoranda of Understanding. In the future, in the event MOU extension negotiations are unsuccessful, a letter notifying the State WID (or another designated state agency) will be prepared providing appropriate notice and requesting arbitration by the designated entity. A copy of the letter will be provided to the non-compliant agency, the Mendocino County Board of Supervisors and the California Workforce Investment Board.

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VI. YOUTH ACTIVITIES:

A. Describe your local area's efforts to construct a youth council, and what the role(s) of the Youth Council will be. [WIA, Section 117 (h)(1)(2)(3)(4)]

The Mendocino County Workforce Investment Board, in cooperation with the chief elected official, has established a Youth Council whose membership seeks to include: members of the local Workforce Investment Board with special interest or expertise in youth policy; representatives of youth-serving agencies; representatives of local public housing authorities; representatives of parents of eligible youth seeking assistance under the Workforce Investment Act; youth; representatives of local school and/or community colleges; and representatives of organizations that have experience relating to youth activities, employment and training, and juvenile justice and law enforcement.

Members of the Youth Council who are not members of the local Workforce Investment Board shall be voting members of the Youth Council and nonvoting members of the Board.

The duties of the Youth Council include:

- Developing the portions of the local Plan relating to eligible youth, subject to the approval of the Workforce Investment Board;
- Recommending eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the local Workforce Investment Board to carry out the youth activities;
- Conducting oversight with respect to the eligible providers of youth activities in the local area;
- Coordinating youth activities authorized under WIA, Section 129;
- Serving as the Teen System of Care as established by the Policy Council on Children and Youth; and
- Other duties determined to be appropriate by the Chairperson of the local Workforce Investment Board.

B. How will youth services be connected with your One-Stop delivery system? [Interim Final Rule § 664.700]

Youth services have been integrated into the One-Stop Centers. Youth seeking services have the option of going to an Employment Resource Center or seeking services through their local school (ROP, Workability, and Transition Partnership Program). Universal access (including Spanish language resources) to information on youth services is available.

C. Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your local area will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), State Planning Guidance, IV B. 14.]

There are no Job Corps Centers in Mendocino County. The local Workforce Investment Board coordinates its operation with the Youth Council whose members represent county youth programs and who plan to identify all youth-serving resources in Mendocino County, develop a Resource Map, and disseminate the information to the youth-serving community.

D. Describe your area's eligible youth population and needs in general. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities. [WIA, sections 118(b)(6)]

More than one-quarter (22,039) of the residents of Mendocino County are under the age of 18. Of those, 62.3 percent are white, 24.6 percent are Hispanic, 5.4 percent are Native American, 0.5 percent is African American and 1 percent is Asian. Twenty-five percent of Mendocino County children live below the federal poverty level, a figure that reaches 50 percent when considering only children living in female-headed households. Youth are generally poorer than the average. With the advent of welfare

reform, many children are growing up in households where no responsible adult is present during the day.

In a survey administered by the Mendocino County Workforce Investment Board Youth Council, youth reported their greatest challenges to be lack of money, inadequate transportation, shortage of local recreational facilities, and the need for anger management skills.

Mendocino County has a variety of youth activities that are generally available in centralized locations in towns and cities, but may not be accessible to all youth. All county schools provide opportunities for sports and extra-curricular activities. Youth-serving agencies and organization include the Mendocino County Youth Project, Big Brothers Big Sisters, Police Athletic League, Boys and Girls Club, Boy and Girl Scouts, faith-based youth groups, Mendocino County Department of Social Services, local city sports teams and recreation programs, School for Performing Arts and Cultural Education (SPACE), Mendocino College summer camps, arts and education programs, Nuestra Casa tutoring and Mexican cultural activities, including summer *Plan Vacacional*, after-school tutoring, and recreational programs on local Native American rancherias. There is an active lobby focused on developing a skateboard park, and an art and recreation center in Ukiah, the county seat, is near completion. The Youth Council sponsored countywide youth summits in the fall of 2002 and spring of 2004 and 2006 have been very successful. Fairs, traveling carnivals and circuses also provide some activities for youth.

DETERMINATION OF SUCCESS

The one-stop operator provides reports relating to its performance and where appropriate, corrective action plans will be developed.

E. What is your local area's strategy for providing comprehensive services to eligible in-school and out-of-school youth, including any coordination with foster care, education, welfare and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. [WIA section 112(b)(18)(a), interim final rule §664.400, state planning guidance, iv b. 14]

The local workforce investment board is concerned about the success of the youth residing in Mendocino County. Youth are encouraged to stay in or return to school, developing the academic background necessary to succeed in today's technology driven economy. Youth specialists work with all enrolled youth to develop a plan that leads to employment in a career selected by the youth after researching careers. Where necessary, supportive services are made available to youth who have identified barriers to employment. Those local agencies supported by other funds include, but are not limited to:

- Pregnant minor programs (MCOE)
- Young parent program (MCOE/CCS)
- Workability (provides services to in-school special education students) (MCOE/SELPA)
- Transition partnership program (a partnership between the state department of rehabilitation and education to serve students with disabilities).

If Workforce Investment Act funded services are not available, appropriate referrals are made to local agencies that are supported by other funds. Representatives of the foster care system, welfare, education, and other relevant agencies are members of the youth council that recommend activities and providers offering services to youth.

F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA, Section 129(c)(2)(A) through (J)]

1. Intake and Objective Assessment

Intake and objective assessment is the process by which customers' eligibility for Workforce Investment Act services is determined. The objective assessment examines the customer's capabilities, needs, interests, and job potential through testing and interviews. Referrals to other agencies may occur when needed to help the customer and to remediate employment barriers. Efforts are made to integrate assessment wherever possible.

2. Preparation for post-secondary educational opportunities

Tutoring, study skills training and instruction leading to secondary school completion, including dropout prevention strategies, offer additional, special or remedial assistance, often on an individual basis. In addition, articulation agreements between secondary and post-secondary institutions provide motivation and community college credits to focus youth on continuing education.

3. Strong linkages between academic and occupational learning

Occupational Skill Training provides instruction, usually in a classroom setting, designed to provide individuals with technical skills and/or the information required to perform a specific job or groups of jobs. Training must be tied to an occupational code.

4. Preparation for unsubsidized employment opportunities

Many local programs incorporate SCANS competencies, often referred to as soft skills, as part of their menu of services which include the development of the following competencies:

- Ability to identify, organize, plan, and allocate resources;
- Ability to work with others as part of a team;
- Ability to acquire and use information;
- Ability to work with a variety of technologies; and
- Ability to understand complex relationships.

5. Effective linkages with intermediaries with strong employer connections

Adult mentoring primarily to assist a youth in achieving academic success is the pairing of a youth with a caring adult in a one-to-one relationship, challenging the youth to do well in school and make the connection between school and work. Typically, mentors become advocates for the youth, consulting with the youth's teacher(s) and counselor/caseworker. A mechanism for identifying business mentors, matching them with students and creating appropriate job shadowing, internships and other similar activities is provided through the Big Brothers Big Sisters program.

6. Alternative secondary school services

Alternative secondary school offerings provide instruction leading to a high school diploma. Instruction may be provided outside of the traditional school setting, but programs must meet applicable state and local educational standards. Offerings may also provide instruction leading to the receipt of certification that an individual has completed a level of education attainment equivalent to completion of high school (GED). Students may also earn concurrent community college credits.

7. Summer employment opportunities

Summer related services provide direct linkages to academic and occupational learning, and may provide other elements and strategies, as appropriate, to serve the needs and goals of participants. Summer youth employment opportunities are part of a 12-18 month youth education and employment plan that includes follow-up and supportive services.

8. Paid and unpaid work experience

Work experiences are planned, structured learning experiences that take place in a workplace for a

limited period and may be in the private, for-profit sector, the non-profit sector, or the public sector. Work experiences are designed to enable youth to gain exposure to the working world and its requirements. Work experiences should help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the participant with the opportunities for career exploration and skill development and is not to benefit the employer, although the employer may, in fact, benefit from activities performed by the youth.

Work experiences may be subsidized or unsubsidized and may include the following:

- Instruction in employability skills or generic workplace skills such as those identified by the Secretary's Commission on Achieving Necessary Skills (SCANS);
- Exposure to various aspects of an industry;
- Progressively more complex tasks;
- Internships and job shadowing;
- The integration of basic academic skills into work activities;
- Supported work, work adjustment, and other transition activities;
- Entrepreneurship; and
- Other activities designed to achieve the goals of work experience.

Work experiences may also include on-the-job training.

9. Occupational skills training

Occupational Skill Training provides instruction, usually in a classroom setting, designed to provide individuals with technical skills and/or the information required to perform a specific job or groups of jobs. Training must be tied to an occupational code.

10. Leadership development opportunities

Leadership Development Opportunities may include community service and peer centered activities encouraging responsibility and other positive social behaviors during the non-school hours, as appropriate. Leadership opportunities for youth may also include:

- Exposure to post secondary educational opportunities;
- Community and service learning projects;
- Peer-centered activities, including peer mentoring and tutoring;
- Organizational and team work training, including team leadership training;
- Citizenship training, including life skills training such as parenting, work behavior training and budgeting of resources;
- Employability;
- Youth Summit;
- Youth philanthropy program; and
- Positive social behaviors.

11. Comprehensive guidance and counseling

Comprehensive guidance and counseling primarily provided to assist a youth in achieving academic success; may also include drug and alcohol abuse counseling and referral. Services may be provided on an individual or group basis, using a variety of processes and techniques.

12. Supportive services

Supportive Services means services such as transportation, childcare, dependent care, housing and needs-related payments that are necessary to enable an individual to participate in the Workforce

Investment Act. For youth, supportive services may also include:

- Linkages to community services;
- Assistance with transportation costs;
- Assistance with child care and dependent care costs;
- Assistance with housing costs;
- Referrals to medical services; and
- Assistance with uniforms or other appropriate work attire and work-related tool costs, including such items as eyeglasses and protective gear.

13. Linkages to Native American and Latino Youth Programs

As appropriate, youth will be directed to existing Native American youth councils and leadership opportunities as well as to specific organizations that serve Latino and migrant youth.

14. Follow-up services. [Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.]

Follow-up Services for youth (for 12 months) may include:

- Regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise;
- Assistance in securing better paying jobs, career development and further education;
- Work-related peer support groups;
- Adult mentoring; and
- Tracking the progress of youth in employment after training.

VII. ADMINISTRATIVE REQUIREMENTS

A. What competitive process will be used to award grants and contracts for youth services in your local area? [WIA Section 118 (b)(9), 112(b)(18)(B) and Section 123]

Youth services are awarded using a Request for Proposal (RFP) process based on recommendations from the Youth Council. Awards shall minimize service duplication and identify performance expectations. Results of the Request for Proposal effort shall be made available to the public upon request.

B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA, Section 118(b)(9)]

The following process has been developed in an effort to comply with the directives, rules, and regulations of the State of California, the Federal Government, and other cognizant agencies, and to provide clear, fair and equitable treatment of vendors and contractors in property and/or service procurement. The Mendocino County Workforce Investment Board shall not use funds provided under the Workforce Investment Act to duplicate facilities or services available in the area from federal, state, or local sources unless it is demonstrated that the Workforce Investment Act funded alternative services or facilities would be more effective or more likely to achieve performance goals. The Mendocino County One-Stop System shall coordinate procurement of specific property items and/or services necessary to operate various programs under the direction of the Mendocino County Workforce Investment Board. All procurement transactions will be conducted in a manner providing full and open competition and on a cost reimbursable basis. All written procedures and policies for procurement activities shall be made available to the public upon request.

C. What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA Section 117(d)(3)(B)(i)(I)(II)(III) and 118(b)(8)]

The County of Mendocino is the grant recipient responsible for disbursing grant funds as described in the Workforce Investment Board / Local Elected Official / Administrative Staff Partnership Agreement. The Mendocino County Department of Social Services serves as the Administrative Entity.

D. What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [WIA Section 112(b)(18)(B), State Planning Guidance III B.1.f.]

Applications from local providers of youth services are solicited and selected by the local Youth Council using a competitive process. The Youth Council will make recommendations for possible grant recipients to the local Workforce Investment Board who, in conjunction with the County Board of Supervisors, provides final approval for the awarding of contracts. The local Workforce Investment Board will establish and implement local procedures for competitive awards in compliance with federal and state procurement policies.

To ensure high standards for both employer and client customer satisfaction levels, service providers are required to demonstrate their ability to provide and coordinate comprehensive services as outlined in Section 129(c)(2)(A-J). Demonstration will be accomplished by the ability to obtain, track, measure, and report the performance data required by Workforce Investment Act core indicators for youth activities.

The criteria established by the local Workforce Investment Board are:

- A process to conduct skills and needs assessments which will assist in identifying objectives which include individual service strategies that prepare youth for secondary, post-secondary, or vocational education opportunities.
- The ability to provide follow-up services for 12 months.
- Proof of coordination and collaboration with local secondary and post-secondary programs.
- Proof of prior experience working with disadvantaged, special populations, and diverse demographic youth groups, including those youth involved with the criminal justice system.
- Proof of prior experience operating education, training, and employment programs for youth.
- Plans to leverage funding with other youth funding sources.
- Demonstration of sound fiscal responsibility.
- Proof of collaboration with profit, non-profit, public and private youth providers, as well as employers within the community.
- Identification of connections to intermediary organizations linked to the job market and employers.
- Innovative youth program design.
- Connection with the local One-Stop Career Centers.
- Safe and easily accessible locations that comply with Americans with Disabilities Act.

The local Workforce Investment Board will require assurances from youth service providers that include:

- A commitment to collect necessary data.
- Reporting on Workforce Investment Act required performance measures according to standardized methodologies when they are finalized.
- A process to provide school-based activities, work based activities, and services that connect both.
- The capacity to adhere to any required minimum levels of performance.

The local Workforce Investment Board, in conjunction with the Youth Council, will determine the most appropriate activities and programs to address the needs of the youth population. When identifying effective and ineffective youth activities and providers, the local Workforce Investment Board will consider whether providers can:

- Meet performance levels as negotiated with the local Workforce Investment Board.
- Include parents in determining customer satisfaction with services for youth ages 14-18.
- Involve family members in determining service needs.
- Develop relationships between youth and mentoring adults.
- Provide strong case management to track program outcomes.
- Provide a high level of advocacy and support to minimize barriers to youth success.
- Assist clients with the skills to be self-sufficient.
- Maintain fiscal responsibility in their organization and provide services for youth at a cost per client.
- Demonstrate prior successes in providing employment and training services to youth by securing and encouraging involvement of local business, professional and the employer community.
- Plan and implement career awareness, exploration, and presentation activities and services;
- Provide for a sequential system for career research and career pathway development;
- Provide for a method or system of skill certification and mastery for attained knowledge and competencies;
- Provide comprehensive career guidance and counseling.
- Provide accommodations for special-needs populations.

- Provide outreach services to school dropouts and out-of-school youth.
- Establish high expectations for all youth.

If the local Workforce Investment Board determines that a service provider does not meet performance levels after finalizing the contract, the provider will be given the opportunity to identify problems and solutions and to improve performance within a specified period. When poor performance is identified and is not corrected, the local Workforce Investment Board will provide technical assistance, require a corrective action plan and effective implementation of that plan. The contract may be suspended if, after a reasonable amount of time, the corrective action plan has not been carried out.

E. What is your local area's definition regarding the sixth youth eligibility criterion, (“an individual who requires additional assistance to complete an educational program, or to secure and hold employment”)? [WIA Section 101(13)(C)(vi)]

An individual who requires additional assistance to complete an educational program or secure and hold employment is defined as a youth that is:

- Deficient in occupational skills;
- Disabled;
- Deficient in English;
- Identified as “at risk” by the local education agency; and/or
- Has a family history of seasonal or chronic unemployment.

F. What process will be used to allow public review and comment for specific performance outcomes and measures when these have been negotiated?

The proposed performance measures and outcomes will be available for public review and comment to the general public by announcements in the local news media, by public meetings of the WIB and the Board of Supervisors, and on the WIB’s web site.

VIII. ASSURANCES

- A.** The Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112 (b)(11)]
- B.** The Local Workforce Investment Board assures that it will implement the uniform administrative requirements referred to in WIA, Section 184(a)(3).
- C.** The Local Workforce Investment Board assures compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D.** The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181 (b)(7)]
- E.** The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F.** The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G.** The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H.** The Local Workforce Investment Board certifies that merit-based public employees will provide Wagner-Peyser Act-funded labor exchange activities. [State Planning Guidance VI. 13.]
- I.** The Local Workforce Investment Board assures that it will comply with the current regulations, 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farm worker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.
- J.** The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidelines, and other applicable Federal and State laws and regulations.
- K.** The Local Workforce Investment Board assures that veterans workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that Section.
- L.** The Local Workforce Investment Board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates, or other special provisions as may be required under Federal law or policy, including the Workforce Investment Act or State legislation.
- M.** The Local Workforce Investment Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive and training services [WIA, Section 134 (d)(4)(E), 118(b)(4)].
- N.** The Local Workforce Investment Board certifies that its One-Stop Centers will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code).

- O.** The Local Workforce Investment Board assures that State employees who are located at the One-Stop Centers shall remain under the supervision of their employing department for the purposes of performance evaluation, and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stop Centers shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to, hiring, promotion, discipline, and grievance procedures.
- P.** The Local Workforce Investment Board assures that when work-related issues arise at One-Stop Centers between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employees' civil service supervisor. The One-Stop Career Center operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act (Part 2.8 [commencing with Section 12900] of Division 3 of Title 2 of the Government Code), threats and/or violence concerning State employees, and State employee misconduct.
- Q.** One-Stop Operator is responsible for administering One-Stop Center services in accord with roles to be determined by the Local Workforce Investment Board. The Local Workforce Investment Board assures that it will select the One-Stop Operator with the agreement of the Chief Elected Official, through one of three means:
1. Through a consortium of at least three or more required One-Stop partners; or
 2. Through competitive process such as a Request for Proposal; or
 3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances inclusive: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and an MOU has been executed which is consistent with the requirements of the Act. [WIA: Section 121(d)(2)(A) and Regulations, Section 662.4.10].

☒ **WIA Local Plan Modification PY 2007–08**

☐ **Modification #** _____

LWIA: Mendocino County Workforce Investment Board

Date: 07/01/2007

SIGNATURE PAGE

This Local Plan represents the Mendocino County Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This Local Plan is submitted for the period of April 1, 2007, through June 30, 2008, in accordance with the provisions of WIA.

Local Workforce Investment Board Chair

Chief Elected Official(s)

Signature

Signature

Leland S. Kraemer
Name

Kendall Smith
Name

Chair
Title

Chair
Title

Date

Date

☒ **WIA Local Plan Modification PY 2007–08**

☐ Modification # _____ LWIA: Mendocino County Workforce Investment Board
Date: 07/01/2007

X. ADDENDUM

A. Consistency with the State Plan – WIA Section 118(a) requires Local Plans to be consistent with the State Plan.

The Governor's key priorities for California's public workforce system are:

- Understanding and Meeting the Workforce Needs of Business and Industry in order to Prepare Workers for 21st Century Jobs
- Targeting Limited Resources To Areas Where They Can Have the Greatest Economic Impact
- Collaborating to Improve California's Educational System At All Levels
- Ensuring the Accountability of Public and Private Workforce Investments

These four key priorities for California's workforce system are addressed in the Governor's vision for the system in more detail in Section I of the [State Plan](#). Describe how your local vision and workforce development strategy is consistent with the Governor's workforce development priorities.

The vision of the Mendocino County Workforce Investment Board is complementary to the Governor's vision as outlined in the State Plan. For example, since its inception, the WIB has:

Responded to the needs of business and industry by establishing a health care career training ladder in Mendocino County, developed a business services response/outreach team, co-sponsored a youth summit, Bridging the Gap from School to the Workforce.

Co-sponsored two economic development summits with the Greater Ukiah Chamber of Commerce - A Presentation of Two Perspectives, a new dialogue between the public and private sectors on the challenges and opportunities to growing the Mendocino County economy, in March 2005, and There's More to a Cluster than Grapes, in November 2005, dedicated to identifying the County's predominant industry clusters.

Been determined to use its limited funding for education and training in high demand occupations; it has continued (even in this time of diminishing revenues) its priority of seeking funding wherever possible to assist students enrolled in the health care career ladder program.

Celebrated the naming of the Youth Council as an All Youth-One System Architect of Change youth council by the California State Youth Council. The Mendocino County Policy Council on Children and Youth (PCCY) and the WIB jointly authorized the Youth Council to serve as the Teen System of Care within Mendocino County. With funding from the Cowell Foundation in 2004, the Youth Council established the Youth Philanthropy Program. The program is continuing through sponsorship and funding by the Mendocino County Department of Social Services.

Developed and now publishes and distributes a quarterly Newsletter and Economic Scorecard, thanks to the sponsorship of the Mendocino County Department of Social Services. Circulation now stands at nearly 2000 copies per issue and helps to inform the community regarding public and private workforce investments.

Current initiatives of the Board include:

Financial and organizational support for the healthcare career ladder in Mendocino County;

Advocacy for vocational education (e.g., the WIB co-sponsored a construction training grant application with Mendocino College in 2005 and works closely with the Mendocino County Office of Education's Regional Occupational Program for delivery of services);

Contracting workforce development services for disabled youth;

Expanding interaction with the Board of Supervisors;

Development of a Work Ready Certificate;

Organization and development of Youth Summit 2008; and

Outreach to the private sector.

B. Other information as required by the Governor [WIA Section 118(b)(10)] – Since the development of the State Plan, the State Board has adopted vision statements regarding business services and lifelong learning. Also, there are other elements that the State is requiring in the Local Plan.

1. The State Board Business and Industry Special Committee has adopted the following vision statement, *"The One-Stop System, in collaboration with the economic development community, partners with California's business to provide best-in-class local services to business to support job retention and growth."* Provide a description of your local strategies, based upon your Local Board's vision for business services, to improve the services to employers, and include in your description:
 - a. Your vision and strategic planning efforts for business services.
 - b. How you use industry partnerships and other employer contacts to validate employer needs.
 - c. What actions the Local Board has taken, or plans to take, to ensure that local business services are not redundant and coordinated with partner programs such as Wagner-Peyser and Economic Development Corporations.
 - d. How the Local Board measures the satisfaction of business services and how the data are used to improve services.

The WIB has applied for and was granted a 15% fund grant in PY 2005-06 to establish a business services response team - an outreach to the County's employers (90% of the businesses in Mendocino County have fewer than 20 employees). In 2006, the WIB established and will expand its Business Services Response Team to include members from the local cities' economic development offices, large and small employers, and other business development service providing professionals.

The WIB has contracted with, and will continue to contract with, the California State University - Chico Research Foundation (CSU, Chico) and with partners West Company, Mendocino Private Industry Council, and the Economic Development & Financing Corporation to carry out specific services to business, including, but not limited to: taking surveys to ascertain needs of employers within the retirement cluster and in the manufacturing, wine and tourism industries, provision of trend data lines and one-on-one data mining for businesses that will use the information collected as an aversion and/or expansion tool, development of a blog site for small businesses, outreach to employers, and assistance with small business development needs.

To coordinate efforts among partners and to avoid redundancy, the Business Services Response Team has among its members the executive director of the Economic Development & Financing Corporation, the economic development coordinator for the County of Mendocino, the Employment Development Department Program Manager and the One-Stop Operator.

In order to expand the Business Services Network, the WIB has applied for and was granted a 15% fund grant in PY 2006-07 to include the following activities:

Devise and implement a Business Services Plan

Foster understanding and services development between economic development

and workforce development

Cluster studies of the visitor services, wine and related agriculture and retirement sectors.

Micro enterprise development assistance will be offered to targeted businesses.

Under the Business Services Response program Customer/client satisfaction surveys are given to all participating businesses.

2. The State Board's vision for Lifelong Learning states: *"The vision for lifelong learning, in the context of workforce development, is to enable current and future workers to continually acquire the knowledge, skills, and abilities required to be successful in the workplace."*

- a. Describe how the Local Board is addressing lifelong learning, in the context of workforce development, through collaborative policy and planning.

The Mendocino County WIB has long recognized the need for assistance to benefit the incumbent worker. Mendocino County has a large number of what is known as the "working poor" (see Labor Market Analysis, page 8), those individuals who are not paid self-sufficient wages. Only through a strong incumbent worker program will these individuals be able to rise out of poverty. The Mendocino County WIB has a policy in place which establishes a self-sufficiency level and the requirement that, in order for an employed worker to be eligible for intensive and/or training services, that employee's household must be under the established level of self-sufficiency.

The WIB is determined to use its limited funding for education and training in high demand occupations; it has continued (even in this time of diminishing revenues) as a priority to seek funding wherever possible to assist students enrolled in the health care career ladder program.

- b. Describe how the Local Board will improve and promote access to lifelong learning in the next year. Include existing or planned efforts to leverage resources with local lifelong learning partners, including business and education.

The Mendocino County WIB is committed to supporting career technical education and acting as an advocate therefor. The WIB is particularly proud of its organizational and financial support for the health care career ladder program established within Mendocino County with Caregiver Training Initiative and Nurse Workforce Initiative funding. The establishment of the health care career ladder program was a strong collaboration among the Mendocino County Office of Education Regional Occupation Program, the Ukiah Adult School, Mendocino College, Redwoods Community College District, private industry (local hospitals, skilled nursing facilities and care homes), and the Mendocino Works Employment Resource Centers. The WIB continues and will continue to seek funding to support students within this program.

C. Additional Required Elements – The following elements were not included in the Initial/Supplemental Planning Narrative or the one-year extension for Program Year 2005–06, but are required in Local Plans.

1. How will your Local Board ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants? [WIA Section 118(b)(2)(A)]

The One-Stop Operator only contracts with providers listed on the Eligible Training Provider List. Individual training programs are selected by clients only after thorough aptitude testing and consultation with a case manager.

2. If your Local Board has entered into an agreement with another area (including another Local Board that is a city or county within the same labor market) to pay or share the cost of educating, training, or placing individuals participating in programs assisted under Title I of WIA, including provision of supportive services, provide copy of your approved agreement. [WIA Section 195(3)(B)]

The County of Humboldt has entered into an agreement to provide services under our Health Care Initiative. (see attachment 4)

3. Is your Local Board providing training services that are made as exceptions to the Individual Training Account process? If so, describe the process you used to procure and justify these exceptions. This process must include a 30-day public comment period for interested providers. [20 CFR Sections 661.350(a)(5) and (10) and 20 CFR Section 663.430(a)]

No.

4. Priority of Service – What local policies and strategies are in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)? Include in your discussion how this policy is shared with all of the One-Stop Career Center partners and if/how you conduct outreach to veterans and veteran organizations to encourage use of One-Stop Career Center services.

See LWIA Policy 23, Implementing the Veterans' Priority Provisions (P.L.107-288) attached.



Mendocino County Workforce Investment Board
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POLICY No. 27A

CORE, INTENSIVE, AND TRAINING SERVICES

PURPOSE

To establish policy and provide guidance regarding provision of core, intensive and training services by subrecipients of Workforce Investment Act (WIA) Title I grant funds.

BACKGROUND

WIA Title I formula funds allocated to local areas for adults and dislocated workers must be used to provide core, intensive, and training services through the One-Stop delivery system. The WIB determines the most appropriate mix of these services, but all three types must be available for both adults and dislocated workers.

Adults and dislocated workers may receive the three levels of service concurrently and the determination that an individual needs intensive and/or training services can be made without regard to how long the individual has been receiving core or intensive services. Neither is it necessary for all individuals to receive staff-assisted core services before receiving intensive and/or training services. Such decisions are based on each participant's employment and training needs.

REFERENCES

- Title 20 CFR Sections 662 and 663
- WIA Section 134
- WIA Eligibility Technical Assistance Guide, Program Year 2003-2004
- Workforce Investment Board (WIB) Policy No. 11A, Individual Training Account (ITA), Adopted August 8, 2001
- EDD Draft Directive WSDD-2

POLICY

A. Minimum Level of Documentation and Verification Needed to Substantiate Eligibility for Core, Intensive, and Training Services

1. One-stop operators and applicants must make reasonable efforts to document eligibility for WIA funded programs. However the use of applicant statements is allowable to document those items that are not verifiable or are not readily available. In taking an applicant's statement, it is not necessary to obtain corroboration unless there is reason not to believe the applicant.
2. One-Stop operators only need to record equal opportunity information (the race/ethnicity, sex, age, and where known, disability status), record and document the right-to-work, age, and compliance with the Selective Service registration requirement.
3. It is not necessary to determine that an adult is eligible in accordance with the priority system until it is determined that the individual is in need of intensive services and, then, only if there is a priority system in effect.
4. If an adult is unable to obtain or retain employment through staff-assisted core services and requires intensive or training services, the remaining federal, state, and local documentation and verification requirements must be met before providing intensive or training services.
5. Eligibility for services is related to local determinations about the client's need for and ability to benefit from services. Adult and dislocated worker case files must contain determinations of the need for staff-assisted core, intensive, and training services. These may be hard copy or electronic case files.

B. Core Services

1. Definition of core services:
 - a) Core services shall be available to individuals who are adults or dislocated workers through the one-stop delivery system and shall, at a minimum, include:
 - i) All of the core services described in WIA section 134(d)(2) and 20 CFR 662.240
 - ii) Follow-up services as appropriate, for a minimum of 12 months following the first day of employment, to registered participants who are placed in unsubsidized employment.
 - b) For performance measurement of the adult and dislocated worker programs, WIA distinguishes self-service and informational activities as separate from the other activities within the WIA service categories (staff-assisted core, intensive, and training). There are two main factors to consider when determining which core services require adults and dislocated workers to be registered and counted in the performance measures:

- i) Level of staff involvement with the customer. Individuals who are primarily seeking information and do not seek direct, one-on-one staff assistance do not need to be registered. When there is significant staff involvement in terms of resources or time, individuals receiving the staff-assisted core services are required to be registered for the adult or dislocated worker programs.
- ii) Purpose of the service. The Act specifically excludes those individuals who participate in self-service activities only (such as browsing the Internet). Services that are designed to inform and educate individuals about the labor market and their employment strengths, weaknesses, and the range of services appropriate to their situations should be considered informational in nature. Staff-assisted services that are designed to impart job seeking and/or occupational skills should require registration.

2. Provision of Core Services:

- a) Core services must be provided through the One-Stop delivery system. Core services may be provided directly by the One-Stop operator or through contracts with service providers that are approved by the WIB.
- b) The decision on which core services to provide, and the timing of their delivery, may be made on a case-by-case basis by the One-Stop operator depending upon the needs of the participant.

3. Eligibility for Core Services

- a) To be eligible to receive core services as an adult in the adult and dislocated worker programs, an individual must be 18 years of age or older. To be eligible for the dislocated worker programs, an eligible adult must meet the definition of “dislocated worker” in WIA section 101(9) and as recorded in the WIA Eligibility Technical Assistance Guide Program Year 2002-2004, Section I, Local Dislocated Worker Policy and Procedures, and Section V, Additional Eligibility Criteria for Dislocated Workers.
- b) It is not necessary to establish that an adult who is receiving staff-assisted core services is a recipient of public assistance or is a low-income individual. Staff-assisted core services may be provided to any enrolled adult who has the right to work in the United States and, if male, has complied with Selective Service registration. For example, a highly paid working professional seeking career counseling and advancement through job search and placement services is eligible for staff-assisted core services. However, such an individual would not be eligible to receive intensive and training services.

C. Intensive Services

1. Definition of Intensive Services

- a) Intensive services shall be available to individuals who are adults or dislocated workers through the One-Stop delivery system. Intensive services are listed in WIA

section 134(d)(3)(C). The list in the Act is not all-inclusive and other intensive services, such as out-of-area job search assistance, literacy activities related to basic workforce readiness, relocation assistance, internships, and work experience may be provided, based on an assessment or individual employment plan.

- b) For purposes of this policy, work experience is a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid as appropriate. A work experience workplace may be in the private for profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience where an employee/employer relationship, as defined by the Fair Labor Standards Act, exists.

2. Provision of Intensive Services:

Intensive services must be provided through the One-Stop delivery system and may be provided directly by the One-Stop operator or through contracts with service providers that are approved by the WIB.

3. Eligibility for Intensive Services

- a) There are two categories of adults and dislocated workers who may receive intensive services:
 - i) Adults and dislocated workers who are unemployed and have been determined to be unable to obtain or retain employment through core services, and are determined by a One-Stop operator to be in need of more intensive services to obtain employment; and
 - ii) Adults and dislocated workers who are employed and are determined by a One-Stop operator to be in need of intensive services to obtain or retain employment that leads to self-sufficiency, as established by the WIB.
- b) The initial assessment provides preliminary information about the individual's skill levels, aptitudes, interests, and supportive services needs. The job search and placement assistance helps the individual determine whether he or she is unable to obtain employment, and thus requires more intensive services to obtain employment.
- c) There is no federally required minimum time period for participation in core services before receiving intensive services.
- d) A determination of the need for intensive services, as established by the initial assessment or the individual's inability to obtain employment through the core services provided, must be contained in the participant's case file.

D. Training Services

1. Definition of Training Services

Training services for adults and dislocated workers are listed in WIA Section 134(d)(4)(D). The list in the Act is not all-inclusive and additional training services may be provided.

2. Provision of Training Services

Training services shall be provided to eligible individuals through the One-Stop delivery system, and through the use of individual training accounts, as described in WIB Individual Training Account (ITA) policy.

3. Eligibility for Training Services

- a) Training services may be made available to employed and unemployed adults and dislocated workers who:
 - i) Have met the eligibility requirements for training services and have been determined to be unable to obtain or retain employment through core and/or intensive services;
 - ii) After an interview, evaluation, or assessment, and case management, have been determined by a One-Stop operator or One-Stop partner, to be in need of training services and to have the skills, qualifications or experience to successfully complete the selected training program;
 - iii) Select a program of training services that is directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate;
 - iv) Are unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as Welfare-to-Work, state-funded training funds, Trade Adjustment Assistance and Federal Pell Grants established under *Title IV of the Higher Education Act of 1965*, or require WIA assistance in addition to other sources of grant assistance, including federal Pell Grants [provisions relating to fund coordination are found at Title 20 CFR Section 663.320 and WIA Section 134(d)(4)(B)]; and
 - v) For individuals whose services are provided through the adult funding stream, are determined eligible in accordance with the State and local priority system, if any, in effect for adults.
- b) The case file must contain a determination of need for training services, as identified in the initial assessment, individual employment plan, comprehensive assessment, or through any other intensive service received.

Title	Core, Intensive, and Training Services		
Policy Number	27	Revision Number	27A
Effective Date	October 13, 2004	Revision Date	
References			
Key Words			
Author	Kathleen Swain, Amendment A Laura Stebbins		
Adopted Comm.	Executive Committee	Date:	September 21, 2007
Adopted WIB	October 16, 2007	Attest:	Laura Stebbins

Memorandum of Understanding
Between The Chief Local Elected Official of Mendocino County,
The Mendocino County Workforce Investment Board, and
One-Stop System Partners

I. Purpose

The Mendocino County Workforce Investment Board considers the following to be key to our vision:

- The needs of employers and workers will drive the workforce development system;
- Universal and easy access to the workforce development will be assured;
- Programs and services will be integrated into a seamless and flexible delivery system;
- There will be strong recognition and support for life-long learning and continuous improvement;
- There will be public accountability for system results and outcomes and;
- All members of the community will receive an opportunity to participate to the greatest extent they can in the workforce and become economically self-sufficient and contributing members of our community.

In entering into this agreement, the parties make the commitment to follow not only the basic provisions of WIA, but also to enact the basic guiding principles for California's One-Stop delivery system.

Services offered will be:

Integrated: offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills and affording universal access to the system overall;

Comprehensive: offering a large array of useful information with wide and easy access to needed services;

Customer-Focused: insuring that there will be no "wrong door" for either employer or job seeker customers as well as providing the means for customers to judge the quality of services and make informed choices;

Seamless: integrating services and cross-training staff so that customers receive the most appropriate services without thought to which agency is providing them.

Performance-Based: developing mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction.

II. Parties to the Memorandum of Understanding (MOU)

Parties to the MOU include the Chief Local Elected Official (CLEO) of Mendocino County (i.e. the Board of Supervisors), the Workforce Investment Board (WIB) and the parties listed on the attached Addendum which includes all Workforce Investment Act (WIA) One-Stop required partners. These parties enter into this Memorandum of Understanding for the purpose of creating a One-Stop partnership to operate as a "single service delivery system" under the

Workforce Investment Act (WIA) of 1998.

III. General Provisions

Jointly, the parties to the MOU agree to establish and maintain a One-Stop service-delivery system to increase their capacity to further their mission and serve their customers. This partnership is dedicated to developing a customer-driven collaborative that links employers and job seekers to services. These services include, but are not limited to, employment, training, education, human resource assistance to employers, and career and business development to further the economic growth and vitality of Mendocino County's businesses and workforce. Primary customers for this partnership are employers and job seekers in Mendocino County.

A. Parties agree to work together according to the following general principles:

- Parties are committed to having a clear mission, vision, and goals adopted by the WIB.
- Parties agree to a collaborative decision making process.
- Parties are committed to being flexible, adopting an entrepreneurial mindset, and being adaptive to changing conditions and resources.
- Parties are committed to measuring progress and fostering continuous improvement towards customer satisfaction, quality service, and outcomes.
- Parties will commit at the highest levels of their organizations. The senior person will sign the MOU document and will attend or designate a representative to attend stakeholders' meetings to vote on recommendations.
- Parties will draw on the strengths and contributions of all partners and have the responsibility to contribute resources, expertise and talents.
- Parties agree that Labor Market Information (LMI) and customer-driven data such as performance outcomes will be shared to the extent allowed by law.
- Parties commit to a unified, collaborative marketing strategy that will effectively inform job seekers, training and education seekers, employers, and the community at large about the services available through the One-Stop system of Mendocino County.
- Parties will formally demonstrate commitment to the One-Stop system by entering into the MOU agreement.

B. Parties agree to work in partnership with employers according to the following principles:

- Parties are committed to providing services that will build a knowledgeable, skills-based workforce and enhance business value, potential, and competitiveness.
- Parties shall seek and act upon employer input in matters relating to One-Stop planning and operations through a variety of activities. These may include training programs, job development activities, job fairs, networking, human resource services, and open employer forums.
- Parties shall increase employer awareness of the benefits of mutual participation in a local workforce development system dedicated to the principles of customer service,

continuous improvement, and community enhancement.

- Parties are committed to providing timely, flexible and results-oriented services to employers.
- Parties agree to use CalJOBS, the State Labor Exchange, as their primary electronic job matching system.
- Employer services provided through the One-Stop system may include: rapid response and plant closure assistance; employer services directory; tax credit information and processing; research in businesses, industries and technologies; local labor market information; staff recruitment and job matching; interviewing facilities; business and technical assistance; and customized training and workshops.

IV. Levels of Service

Levels of service include, but are not limited to, the following:

Core Services:

- Eligibility determination
- Outreach, intake and orientation to services available
- Initial assessment of skills, aptitudes, abilities and supportive services
- Group job search and placement assistance including career counseling
- Provision of employment data and labor market information
- Provision of performance information including cost data related to all services provided
- Provision of information regarding how the local area is performing on local performance measures
- Provision of information regarding supportive services
- Employment referral
- Follow-up services for customers attaining employment, for not less than 12 months of date of employment

Intensive Services:

- Comprehensive and specialized assessments of skill levels
- Individual employment plans
- Individual and group counseling
- Case management
- Short-term pre-vocational services

Training Services:

- Occupational skills training
- On-the-Job training
- Entrepreneurial training
- Skill upgrading
- Employment/job readiness training
- Adult education and literacy activities

V. Referral Process for Career Center Customers

After an interview, evaluation, or assessment of the customers skills, qualifications or

WIB Adopted 10/16/2007

experience, staff of the One-Stop will determine with the customer the possible referrals to one or more partner agencies. The customer may be referred directly to training services if their skills or experience so warrant. The referral recommendation will be discussed with the customer to ensure they are in agreement as to the referral.

Parties to the MOU agree to develop jointly and mutually implement processes acceptable to all for common intake and referral. Parties agree to cross-train staff on the services of each participating One-Stop partner and the spectrum of related services available through respective agencies.

VI. Governance Structure

Chief Local Elected Official (CLEO)

The Chief Local Elected Official (CLEO) is the Mendocino County Board of Supervisors.

The Workforce Investment Board (WIB)

The Workforce Investment Board (WIB) is appointed by the Board of Supervisors and is comprised of representatives of business (majority and chair), education providers, labor organizations, community-based organizations, economic development agencies, One-Stop partners, and additional members.

The WIB is responsible for oversight authority and accountability of the One-Stop system including (but not limited to) policy development, distribution of funding, formation of a strategic 5 year plan, approval of One-Stop Operators and performance appraisal.

Administrative Entity/Fiscal Agent for The Mendocino County Workforce Investment Area

The County of Mendocino is the administrative entity/fiscal agent for Mendocino County Workforce investment Area.

One-Stop Operator

The One-Stop Operator will be designated by the WIB. The Operator will be responsible for the day to day operations of the centers and for assisting in the coordination of the system generally. The One-Stop Operator will work closely with One-Stop partners in coordinating the services in the various centers as well as within the system as a whole.

One-Stop System Council

The One-Stop System Council shall be comprised of the partners that sign this Memorandum of Understanding. The Council will meet monthly to address system-wide issues, review operations, implement changes, and plan for continuous improvement. Each agency will have one vote. If The One-Stop System Council cannot resolve an issue, it will be elevated to the full WIB for resolution.

Governance resolutions at every level will be consistent with all federal, state, and local law. Also, where partners have mandated policy restrictions, those restrictions shall be honored.

One-Stop Center Council

One-Stop Centers represent the primary delivery points of core and intensive services to both employers and to the seekers of employment, training, and education. As such, parties to this memorandum understand that such centers are an essential foundation of the larger One-Stop system. Accordingly, beyond the mandates required by the WIB and partner agencies, centers will be allowed maximum flexibility to implement and improve services according to their unique situations. Equally, with regard to issues that arise in a center, the partners within that center will act as the primary point of resolution.

Therefore, each Mendocino Works Employment Resource Center will have a council that includes the partner agencies providing services. Center Councils will meet at least quarterly to review operations, make suggestions for improvements, and resolve problems. Councils will also convene on an ad hoc basis when a significant issue arises and needs to be resolved quickly. If a Center Council cannot reach consensus on a given issue, then the issue will be elevated to the One-Stop System Council.

VII. Universal Access

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any client/participant due to gender, race, color, ancestry, religion, national origin, physical disability, mental disability, medical conditions, age, marital status, or sexual orientation. Parties assure compliance with the Americans with Disabilities Act of 1990 and agree to provide for the promotion of equal, effective and meaningful participation by individuals with disabilities through program accessibility, reasonable accommodations, auxiliary aids and services, and rehabilitation technology.

Parties also commit to developing integrated services that can be delivered either through self-help, in-person, or electronically.

VIII. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral, or provision of services. Records shall not be open to examination for any purpose not directly related to the delivery of such services or the administration of programs. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

IX. Site Supervision

Parties to this agreement recognize that a number of supervision practices, philosophies, and requirements exist within the various partner agencies. Diverse factors include:

- Different pay scales for similar positions
- Off-site versus on-site supervision
- Union versus non-union staff
- Hours of operation that might include weekends and nights
- Varied holiday schedules
- Sharing of space, equipment, information, and materials

Parties to this agreement will work out in advance—and specify in relevant agreements—

arrangements for supervision, addressing at a minimum the above issues, and modifying said practices over time in accordance with new or changing business needs. In any instance where staff is supervised by a supervisor from a different agency, the roles and responsibilities of supervision will be clearly defined both as to functional and administrative authority.

Additionally, while functional guidance may be provided by others, civil service employees who are located at One-Stop Centers shall remain under the supervision of their employing departments for the purposes of performance evaluation, and other matters concerning civil service rights and responsibilities.

The Local Workforce Investment Board certifies that its One-Stop Centers will recognize and comply with applicable labor agreements affecting represented employees located in the Centers.

If work-related issues arise at One-Stop Centers between civil service employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the civil service supervisor. One-Stop Center operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act (Part 2.8 [commencing with Section 12900] of Division 3 of Title 2 of the Government Code), threats and/or violence concerning civil employees, and civil service employee misconduct.

X. Identity

Mendocino Works Employment Resource Centers will be identified by a sign indicating, "Mendocino Works Employment Resource Center." Partner agencies will also be identified by smaller, uniformly sized signs.

XI. Performance Accountability

WIA reflects a strong commitment to fundamentally refocus the entire system on customer service and performance accountability. To this end, parties to this MOU agree to: 1) measure and track performance, 2) measure and evaluate customer satisfaction for job seekers and employers; 3) inform partners and the public as to the results of their performance measurement and customer service satisfaction measurement, and 4) observe the principle of continuous improvement.

XII. Cost Allocation

Parties to the MOU recognize that this is a non-financial agreement but agree to adhere to the expectations described in this document and addenda attached. A cost allocation plan will be developed as a separate document wherein financial agreements will be made and shared resources identified.

XIII. Indemnification

Parties to this MOU indemnify, defend and save harmless all other parties to this MOU, Workforce Investment Board members, local governments, and their employees from any and

all claims and losses arising out of or resulting from any acts or omissions which arise from the performance of the obligations pursuant to this MOU.

XIV. Term of Memorandum of Understanding

The MOU commences on the day it is signed by all parties and is ongoing. It shall be reviewed thereafter at the request of any of the parties. It shall continue to be in force unless any party gives a thirty (30) day notice of cancellation.

XV. Amendments and Modifications

This MOU constitutes the agreement among parties listed in the attached Addendum section. The MOU may be modified, altered or revised as necessary by mutual consent of the partner, the WIB, and the Chief Elected Official. Requests to amend or modify this document must be submitted in writing at least 30 days prior to the effective date of change.

XVI. Signatures

Parties to this MOU agree to all terms and conditions contained herein by signature on the attached addendum pages designated for their respective organizations.

_____	Date: _____
Chairperson, Board of Supervisors	
_____	Date: _____
Chairperson, Mendocino County Workforce Investment Board	
_____	Date: _____
Signature of Senior Person, Title One-Stop Partner	

Mendocino County Workforce Investment Board

631 S. Orchard Ave., Ukiah, CA 95482

(707) 463-6389/Fax (707) 463-6392

INDIVIDUAL TRAINING ACCOUNT (ITA)

Policy No. 11A

PURPOSE:

To describe the Local Workforce Investment Area (LWIA) policy and procedure for providing Individual Training Accounts, including any Local Board approved exceptions that apply to the financing of training services:

BACKGROUND:

The Individual Training Account (ITA) is established for eligible individuals to finance training services. WIA Title I adult and dislocated workers purchase training services from eligible providers they select in consultation with the case manager

REFERENCES:

- Title 20 Code of Federal Regulations (CFR) Sections 663.400, 663.410, 663.420, and 663.430
- EDD Draft Directive WSDD-2

GENERAL POLICY:

1. WIA funding for training is limited to customers who are unable to obtain grant assistance from other sources to pay the cost of training or require assistance beyond that available under grant assistance for other sources to pay the costs of such training.
2. ITA funding amounts and duration are based on the individual needs of the customer as demonstrated in the customer's Individual Employment Plan.
 - a. A Cost Analysis of Eligible Training Providers to determine local market rate must be completed for all requests for ITA's exceeding \$2,000 for a given training activity. The total training shall not exceed \$10,000 without request in writing and receiving authorization from the Administrative Office.
 - b. Maximum training time shall not exceed 5 years without request in writing and receiving authorization from the Administrative Office.
3. Payments from ITA's are requested using the WIA form, Request & Authorization for ITA and Support Services.

4. When the services provided are on-the-job training (OJT), contracts for services may be used instead of ITA's.

Adopted by Oversight Committee: June 22, 2001

Adopted by Workforce Investment Board: August 8, 2001

TITLE	Individual Training Account (ITA)		
Policy Number	11	Revision Number	11A
Effective Date	8/8/2001	Revision Date	
References			
Key Words			
Author	Amendment A Laura Stebbins		
Adopted Comm.	Executive Committee	Date:	9/21/2007
Adopted WIB	10/16/2007	Attest:	Laura Stebbins

Attachment 4

Copy of Contract with County of Humboldt (BOS #07-167)

Copy of Contract between the Mendocino County Workforce Investment Board and the County of Humboldt (BOS #07-167) is available upon request.

Attachment 5

Signed “Memorandum of Understanding Between the Chief Local Elected Official of Mendocino County, The Mendocino County Workforce Investment Board, and One- Stop System Partners”

Signed copies of the Memorandum of Understanding for each One-Stop
Partner are available upon request.

Attachment 6

Resource Sharing Agreement

The Resource Sharing Agreement signed by each One-Stop Partner is available upon request.

			Attachment 7		
<input checked="" type="checkbox"/> WIA Local Plan Modification PY 2007-08					
<input type="checkbox"/> Modification #		LWIA: Mendocino County Workforce Investment Board			
		Date: 07/01/07			
TITLE IB BUDGET PLAN SUMMARY (Adult or Dislocated Worker)					
WIA 118; 20 CFR 661.350(a)(13)					
PROGRAM TYPE for PY 2007, beginning 07/01/07 through 06/30/08					
<input checked="" type="checkbox"/> Grant Code 201/202/203/204 WIA IB-Adult					
<input type="checkbox"/> Grant Code 501/502/503/504 WIA IB-Dislocated Worker					
FUNDING IDENTIFICATION		R760331 Subgrant		R865467 Subgrant	
1.	Year of Appropriation	2006		2007	
2.	Formula Allocation	269,312		253,410	
3.	Allocation Adjustment - Plus or Minus				
4.	Transfers - Plus or Minus				
5.	TOTAL FUNDS AVAILABLE (Line 2 plus 4)	269,312		253,410	
TOTAL ALLOCATION COST CATEGORY PLAN					
6.	Program Services (sum of Lines 6A through 6E)	242,381		228,069	
	A. Core Self Services	3,000		3,000	
	B. Core Registration Services	97,000		95,000	
	C. Intensive Services	70,381		60,000	
	D. Training Services	72,000		70,069	
	E. Other	0		0	
7.	Administration (Line 5 minus 6)	26,931		25,341	
8.	TOTAL (Lines 6 plus 7)	269,312		253,410	
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2006 and July 1, 2007 respectively)					
9.	September 2006	4,650			
10.	December 2006	24,314			
11.	March 2007	39,500			
12.	June 2007	88,429			
13.	September 2007	150,000		0	
14.	December 2007	200,000		25,000	
15.	March 2008	240,000		100,000	
16.	June 2008	269,312		175,000	
17.	September 2008			200,000	
18.	December 2008			253,410	
19.	March 2009				
20.	June 2009				
Debra Donelson, WIA Coordinator		707-467-5590		8/24/2007	
Contact Person, Title		Telephone Number		Date Prepared	
Comments:					
NOTE: Final Rule 667.160, What Reallocation Procedures Must the Governors Use, discusses local area obligation rates, recapture, and reallocation. Also see WIA Directive WIAD01-10.					

			Attachment 7		
<input checked="" type="checkbox"/> WIA Local Plan Modification PY 2007-08					
<input type="checkbox"/> Modification #		LWIA: Mendocino County Workforce Investment Board			
		Date: 07/01/07			
TITLE IB BUDGET PLAN SUMMARY (Adult or Dislocated Worker)					
WIA 118; 20 CFR 661.350(a)(13)					
PROGRAM TYPE for PY 2007, beginning 07/01/07 through 06/30/08					
<input type="checkbox"/> Grant Code 201/202/203/204 WIA IB-Adult					
<input checked="" type="checkbox"/> Grant Code 501/502/503/504 WIA IB-Dislocated Worker					
FUNDING IDENTIFICATION		R760331 Subgrant		R865467 Subgrant	
1.	Year of Appropriation	2006		2007	
2.	Formula Allocation	209,892		220,252	
3.	Allocation Adjustment - Plus or Minus				
4.	Transfers - Plus or Minus				
5.	TOTAL FUNDS AVAILABLE (Line 2 plus 4)	209,892		220,252	
TOTAL ALLOCATION COST CATEGORY PLAN					
6.	Program Services (sum of Lines 6A through 6E)	188,903		198,227	
	A. Core Self Services	2,740		3,000	
	B. Core Registration Services	77,942		80,000	
	C. Intensive Services	50,657		51,227	
	D. Training Services	57,654		64,000	
	E. Other	0		0	
7.	Administration (Line 5 minus 6)	20,989		22,025	
8.	TOTAL (Lines 6 plus 7)	209,892		220,252	
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2006 and July 1, 2007 respectively)					
9.	September 2006	19,555			
10.	December 2006	69,672			
11.	March 2007	73,607			
12.	June 2007	115,667			
13.	September 2007	209,892		10,000	
14.	December 2007			75,500	
15.	March 2008			120,500	
16.	June 2008			190,500	
17.	September 2008			220,252	
18.	December 2008				
19.	March 2009				
20.	June 2009				
Debra Donelson, WIA Coordinator		707-467-5590		8/24/2007	
Contact Person, Title		Telephone Number		Date Prepared	
Comments:					
NOTE: Final Rule 667.160, What Reallocation Procedures Must the Governors Use, discusses local area obligation rates, recapture, and reallocation. Also see WIA Directive WIAD01-10.					

			Attachment 7		
<input checked="" type="checkbox"/> WIA Local Plan Modification PY 2007-08					
<input type="checkbox"/> Modification #		LWIA: Mendocino County Workforce Investment Board			
		Date: 04/01/07			
TITLE IB BUDGET PLAN SUMMARY (Youth)					
WIA 118; 20 CFR 661.350(a)(13)					
PROGRAM TYPE for PY 2007, beginning 04/01/07 through 06/30/08					
<input checked="" type="checkbox"/> Grant Code 301/302/303/304 WIA IB-Youth					
FUNDING IDENTIFICATION		R760331 Subgrant		R865467 Subgrant	
1.	Year of Appropriation	2006		2007	
2.	Formula Allocation	276,327		263,108	
3.	Allocation Adjustment - Plus or Minus	9,840			
4.	TOTAL FUNDS AVAILABLE (Line 2 plus 3)	286,167		263,108	
TOTAL ALLOCATION COST CATEGORY PLAN					
5.	Program Services (sum of Lines 5A and 5B)	257,550		236,797	
	A. In School	185,285		165,758	
	B. Out-of-School (30%)	72,265		71,039	
6.	Administration (Line 4 minus 5)	28,617		26,311	
7.	TOTAL (Line 5 plus 6)	286,167		263,108	
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from April 1, 2006 and April 1, 2007 respectively)					
8.	June 2006	0			
9.	September 2006	45,000			
10.	December 2006	103,341			
11.	March 2007	159,893			
12.	June 2007	260,651		0	
13.	September 2007	286,167		30,000	
14.	December 2007			93,341	
15.	March 2008			149,767	
16.	June 2008			243,108	
17.	September 2008			263,108	
18.	December 2008				
19.	March 2009				
20.	June 2009				
Debra Donelson, WIA Coordinator		707-467-5590		8/24/2007	
Contact Person, Title		Telephone Number		Date Prepared	
Comments:					
NOTE: Final Rule 667.160, What Reallocation Procedures Must the Governors Use, discusses local area obligation rates, recapture, and reallocation. Also see WIA Directive WIAD01-10.					



WIA Local Plan Modification PY 2007–08

Modification # _____

LWIA: Mendocino County Workforce Investment Board

Date: 07/01/07

TITLE IB PARTICIPANT PLAN SUMMARY

WIA 118; 20 CFR 661.350(a)(13)

Plan the number of individuals that are in each category.

Totals for PY 2007 (07/01/07 through 06/30/08)		ADULT	DW	OY	YY
1.	Registered Participants Carried in from PY 2006	70	32	7	41
2.	New Registered Participants for PY 2006	32	14	11	26
3.	Total Registered Participants for PY 2006 (Line 1 plus 2)	102	46	18	67
4.	Exiters for PY 2006	50	28	5	32
5.	Registered Participants Carried Out to PY 2007 (Line 3 minus 4)	52	18	13	35

PROGRAM SERVICES

6.	Core Self Services	250	250		
7.	Core Registered Services	73	41		
8.	Intensive Services	45	28		
9.	Training Services	35	20		

SKILL ATTAINMENT

10.	Attained a Skill/Goal				30
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EXIT STATUS

11.	Entered Employment	40	25	8	23
11A.	Training-related	30	15	6	12
11B.	Entered Postsecondary/Advanced/Credential Program	30	15	6	
12.	Remained with Layoff Employer		2		
13.	Entered Military Service				2
14.	Entered Advanced Training			6	2
15.	Entered Postsecondary Education			2	2
16.	Entered Apprenticeship Program				1
17.	Attained High School Diploma/GED				15
18.	Returned to Secondary School				20
19.	Exited for Other Reasons	5	3	2	3

Debra Donelson, WIA Coordinator

(707) 467-5590

8/24/2007

Contact Person, Title

Telephone

Date Prepared

Comments:

☒ **WIA Local Plan Modification PY 2007–08**

☒ **Modification #** _____ **LWIA:** **Mendocino County Workforce Investment Board**
Date: 07/01/2007

STATE NEGOTIATED LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(c)	PY 2000–01	PY 2001–02	PY 2002–03	PY 2003–04	PY 2004–05	PY 2005–06	PY 2006–07	PY 2007–08
Adults								
Entered Employment Rate	66%	68%	70%	72%	72%	73%	74%	77%
Employment Retention Rate	74%	76%	78%	81%	82%	79%	80%	82%
Earnings Change	\$3500	\$3600	\$3400	\$3400	\$3450	\$3500	\$3500	\$12,400
Employment and Credential Attainment Rate	40%	50%	50%	50%	55%	56%	58%	58%
Dislocated Workers								
Entered Employment Rate	68%	69%	70%	79%	79.5%	81%	82%	85%
Employment Retention Rate	81%	83%	85%	88%	88%	85%	86%	87%
Earnings - Replacement Rate/Change/Average ²	85%	86%	88%	96%	96%	-\$3000	TBD	\$15,800
Employment and Credential Attainment Rate	40%	42%	45%	58%	58%	66%	67%	67%
Older Youth (ages 19–21)								
Entered Employment Rate	55%	56%	58%	66%	67%	72%	73%	78%
Employment Retention Rate	70%	72%	74%	76.5%	78%	80%	81%	83%
Earnings Change	\$2500	\$2600	\$2700	\$3000	\$3000	\$3700	\$3800	\$4,100
Employment and Credential Attainment Rate	36%	42%	30%	30%	30%	38%	39%	39%
Younger Youth (ages 14–18)								
Skill Attainment Rate	65%	70%	75%	76%	76.5%	83%	84%	86%
Diploma or Equivalent Rate	40%	42%	45%	55%	55.5%	66%	67%	67%
Retention Rate	40%	42%	45%	53%	53%	63%	64%	68%
Participant Customer Satisfaction Rate	66%	67%	67%	75%	75%	77%	77%	75%
Employer Customer Satisfaction Rate	64%	65%	67%	75%	75%	77%	77%	75%

¹ Guidance on the definitions of specific indicators for state and local performance can be found at the U.S. Department of Labor [WIA](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to, 29-05, 17-05, 8-99, 11-01, 22-02, 22-03, 27-04, and 35-04. Additional guidance can be found at the EDD Workforce Development Community [Directives](#) Web site and [Information Bulletins](#) Web site. Specific Directives include, but are not limited to, WIAD03-6, 04-10, 05-9, and 05-15. Specific Information Bulletins include, but are not limited to, WIAB01-27, 01-55, 02-37, 02-45, 03-43, 03-83, and 05-16.

² For PYs 2000-01 through 2004-05, this dislocated worker goal was earnings replacement rate. For PY 2005-06, this goal was changed to earnings change. Effective July 1, 2006, the U.S. Department of Labor is implementing a new methodology for calculating the average earnings measure.

☒ **WIA Local Plan Modification PY 2007–08**

☐ Modification # _____ LWIA: **Mendocino County Workforce Investment Board**
 Date: 07/01/2007

LOCAL NEGOTIATED LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(c)	PY 2000–01	PY 2001–02	PY 2002–03	PY 2003–04	PY 2004–05	PY 2005–06	PY 2006–07
Adults							
Entered Employment Rate	71.4	69.0	76.0	74.9	74.9	75.9	Not
Employment Retention Rate	77.7	79.8	82.0	83.0	83.0	80.0	Yet
Earnings Change	3,463	3,463	3,478	3,540	3,540	3,610	Nego-
Employment and Credential Attainment Rate	40.0	50.0	50.0	50.0	55.0	56.0	tiated
Dislocated Workers							
Entered Employment Rate	67.3	68.3	69.0	79.6	79.6	80.6	Not
Employment Retention Rate	80.1	82.1	85.0	86.0	86.0	83.0	Yet
Earnings - Replacement Rate/Change/Average ²	85.0	86.02	88.0	92.8	92.8	-3,000	Nego-
Employment and Credential Attainment Rate	40.0	42.0	45.0	58.0	58.0	66.0	tiated
Older Youth (ages 19–21)							
Entered Employment Rate	61.5	59.0	60.0	68.7	72.0	75.0	Not
Employment Retention Rate	78.2	76.0	76.0	75.3	82.1	82.1	Yet
Earnings Change	2,518	2,619	2,700	2,600	3,540	3,800	Nego-
Employment and Credential Attainment Rate	36.0	42.0	30.0	30.0	30.0	38.0	tiated
Younger Youth (ages 14–18)							
Skill Attainment Rate	64.6	69.6	75.0	81.5	81.5	87.5	Not Yet
Diploma or Equivalent Rate	40.0	42.0	45.0	55.0	55.5	66.0	Nego-
Retention Rate	39.8	41.8	45.0	53.0	53.0	62.0	tiated
Participant Customer Satisfaction Rate							
Employer Customer Satisfaction Rate							

¹ Guidance on the definitions of specific indicators for state and local performance can be found at the U.S. Department of Labor [WIA](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to, 29-05, 8-99, 11-01, 22-02, 22-03, 27-04, and 35-04. Additional guidance can be found at the EDD Workforce Development Community [Directives](#) Web site and [Information Bulletins](#) Web site. Specific Directives include, but are not limited to, WIAD03-6, 04-10, 05-9, and 05-15. Specific Information Bulletins include, but are not limited to, WIAB01-27, 01-55, 02-37, 02-45, 03-43, 03-83, and 05-16.

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