

Mendocino County  
Workforce Investment Act  
Strategic Five-Year Local Plan  
Local Plan Modification  
Program Year 2009-10

**Workforce Investment Act (WIA)**

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## EXECUTIVE SUMMARY

Enclose a brief summary, not more than two pages, of the five-year strategic local plan that gives a general overview of the proposed local workforce investment system. Include a description of how the system looks today, and how it will change over the five-year plan period. Include a discussion of the Local Workforce Investment Board's (LWIB) economic and workforce investment goals and how the local system will support these goals.

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 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. To reach this goal, the Workforce Investment Board recently voted to support Green Opportunities activities through active participation in the newly formed Green Works group comprised of business owners, entrepreneurs, private economic development and the County Economic Development representative. In addition, the Workforce Investment Board formally supports the economic development strategy inherent in the North Coast Region Targets of Opportunity.

Additionally, employers throughout the county desire a pool of productive, skilled workers that the Workforce Investment Board 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 out-stationed staff in each of the current Mendocino Works Employment Resource Centers, located in the communities of Ukiah, Willits, Fort Bragg, 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.

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.

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 for a current economic description of Mendocino County.)

## **I. PLAN DEVELOPMENT PROCESS**

The WIA gives states and LWIAs a unique opportunity to develop employment and training systems tailored specifically to state and LWIA needs. The local plan is only as effective as the partnership that implements it. The plan should represent a collaborative process among the Chief Elected Official and the local system partners. This collaboration will create a shared understanding of the LWIA’s workforce investment

needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. This collaborative planning at all stages should drive local system development, create strategies for improvement, and provide the opportunity for stakeholder and public participation, review and comment.

In this section, describe the plan development process, including comments received during the public comment period that were incorporated within the plan.  
[WIA Section 118(a) and (c)(1)]

**(Please note:** we recognize that LWIAs are required to develop various related local plans and we encourage you, whenever feasible and appropriate, to use planning information that has already been developed. However, the data you use must be accurate and current.)

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 LWIB, 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, implementation and modification of the plan.

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

E. Describe the method used to make copies of the local plan available through public hearings and through other means e.g., 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.

## II. LOCAL VISION AND GOALS (Section B updated)

The federal *Planning Guidance and Instructions for Submission of the State's Strategic Five-Year Plan* indicates that "a vision creates organizational alignment around a picture of a transformed future. It propels the organization toward achieving difficult but attainable strategic goals. Vision drives systematic improvements and produces outcomes. It is dynamic, not static."

In this section, identify your broad strategic economic and workforce development goals (e.g., "All people who want to work can find jobs. There will be a growing number of business start-ups. Fewer people will rely on welfare assistance.") Include information on how the local plan is consistent with the State plan and describe how the local workforce investment system supports the shared vision in the attainment of your goals. In addition, describe your local strategies based on your LWIB's vision for business services and lifelong learning.

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 A., and WIA Section 117(d)(1)]

Some specific questions that may be considered are:

1. How will your local system integrate services over the next five years? [WIA Section 117(d)(1) and 118(a)]
2. What programs and funding streams will support service delivery through the One-Stop system? [WIA Section 121(b)(1)(B)]
3. Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved? [Title 20 Code of Federal Regulations (Title 20 CFR) Part 652, et al., Interim Final Rule (I)(A), State Planning Guidance II.A. bullet 3]
4. How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system? [WIA Section 121(b)(1)(B)(xii)]
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)]

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 yearly youth summits.

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 continued through 2006 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.

The WIA Section 118 requires local plans to be consistent with the State Plan. In addition to California's Principles and Strategic Goals (WIAB99-2, *Local Plan Instructions and Forms*, page 3), please include strategies that reflect the Governor's four key priorities for California's public workforce system. The key priorities were not included in the *Initial/Supplemental Planning Narrative* pages or the *One-Year Extension for Program Year 2005-06*. They were introduced in the *Guidance for Local Plan Modifications for PY 2006-07*, via *Addendum*, item A. They are now listed below as follows:

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

- 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

B. Describe how your local vision and workforce development strategy is consistent with the Governor's workforce development priorities. [WIA Section 118(a)]

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.

### **Strategic Changes –**

***Industry Clusters and Sector Strategies – see LMID section II.***

***Green Workforce Initiative – The Mendocino WIB has responded to the California Green Collar Jobs Act of 2008 by enhancing partnerships among the private sector, and public education systems. Specifically, the WIB has actively supported the***

development of training opportunities in the clean and green technology sector through three projects. One example is the WIB endorsement of the grant application in response to the Governor Discretionary opportunity within California Green Jobs Corps SFP in May 2009. Though the particular project was not funded, the partnership remains strong and includes the following public, private and nongovernmental partners: Mendocino College, Solar Living Institute, Real Goods Store, California Conservation Corps, Gaia Energy Systems, Metal FX, Yokayo Biofuels, Renewable Energy Development Institute, North Coast Energy Services and others.

Second, the WIB approved WIA funds to be leveraged within a regional project funded by the Department of Energy which incorporates the following seven counties: Mendocino, Lake, Sonoma, Solano, Yolo, Napa and Marin. The lead partner on this project is the North Coast Energy Services and the objectives include training dislocated Workers, adults, and incumbent workers to install solar panels on 150 homes. Additionally, weatherization specialists will be trained in solar installation. Partners involved in the project include Mendocino College, Solar Living Institute non-profit, Real Goods Store, California Indian Manpower Consortium, Mendocino Private Industry Council, North Coast Opportunities and Gaia Energy Systems.

Third, the WIB hosted a presentation by the Sonoma County Green Business Program which facilitates the process for businesses to be certified as Green. The Green Certification involves:

- Compliance with all environmental regulations applicable to the business for pollution prevention
- Implementation of measures to save energy and water and reduce waste
- Implementation of measures to increase recycling
- Allow site visits to verify the business meets the steps above

The Economic Development Finance Corporation, a partner with offices in the One-Stop, is taking the lead on the project and has been working with the Savings Bank of Mendocino, Yokayo BioFuels, and Ukiah Brewery and Restaurant to become the first businesses in Mendocino County to meet the Green Certification.

**California New Start** – The California department of Corrections and Rehabilitation – CDCR funds for providing parolees support in seeking, securing and retaining employment as they reenter their communities has been implemented with the formation of a comprehensive outreach and referral system to ensure parolees are aware of and take part in the One – Stop employment services. Referrals are made by the local parole officer of the inmates scheduled for upcoming release and the outreach by One – Stop staff begins with written communication to the individual. Upon release, the One – Stop staff attends the PACT meetings to present the program services and assist the parolee in becoming comfortable with the process. The array of WIA services include:

**Outreach:**

Outreach would include coordination with the Mendocino Parole Office, Unit II through direct referrals of individuals on active parole as well as a list of inmates who are

scheduled for release. Additional methods of outreach will include presentations at monthly PACT meetings by One - Stop staff, employer referrals, resource room Walk-ins, etc.

- During the regularly scheduled PACT meetings a complete description of WIA services will be provided in regard to available services as well as an invitation to one of the Resource Rooms.
- Coordinate and communicate with Parole Office and CDCR staff to ensure all referrals are provided an opportunity to apply for and receive WIA assistance.
- Upon referral from the parole office, those inmates scheduled for upcoming release will be sent a letter along with brochures and information about WIA services.
- MPIC Business Services Representatives will market to businesses and take an active role in establishing a list of businesses and employers willing to hire parolees.
- Businesses or employers referring a specific job seeker with parole status will be contacted by MPIC's Business Services Representative to determine what services would foster a successful hire.

Tours of Resource Rooms will provide WIA services to all walk-in customers who identify themselves as parolees.

**Core-Non Enrolled (Universal) services may include:**

1. Informative recruitment to Mendocino Works One-Stop Resource Rooms;
2. Staff Guided Tour of Resource Rooms
  - a. Appraisal of needs and services available of Mendocino Works agency partnership
  - b. Referrals to appropriate services and agencies
3. Access to Resource Room;
  - a. Office Computer with on-line access
  - b. Telephones for employer contact
  - c. Copier and Fax machine
  - d. Newspaper, phone books, job listings and other printed media for job search
  - e. Job Boards
  - f. Video Library
4. Workshops;
  - a. Win-Way Resume Lab
  - b. Career Exploration
  - c. Job Seeker's Network
  - d. Job Activity Group
  - e. Restarting Your Life
  - f. The World of Work
  - g. Finding Your Dream Job
  - h. Core Gift Assessment
  - i. Building a Better Business
5. Orientations;
  - a. Referrals and WIA Orientations

*b. Referrals and Orientations to applicable Mendocino Works partner agencies.*

**Intensive Services may include:**

1. *Case Management working closely with Parole Officer;*
2. *Case Management including individual counseling and career planning;*
3. *Assistance in obtaining I-9 Right-to-Work documents;*
4. *Workforce readiness;*
5. *Supportive Services;*
6. *Comprehensive Assessment;*
7. *Staff assisted job search and placement assistance, including career counseling*
8. *Staff assisted Job referrals*
9. *Staff assisted job development (working with employer and job seeker)*
10. *Staff assisted comprehensive assessment and vocational guidance*
11. *Development of Individual Employment Plan (IEP)*
12. *Short-term pre-vocational training*
13. *Training services through the Learning Center*
14. *Job-retention and follow-up services*

**Training Services may include:**

1. *Skill upgrade Training*
2. *Class Room Training through community college or training vendor listed on the approved State ETPL*
3. *Vocational training*
4. *Work Experience*
5. *On-the-Job Training*

The California Workforce Investment Board (State Board) adopted vision statements regarding business services and lifelong learning that were not included in the *WIA Initial/Supplemental Planning Narrative* pages or the *One-Year Extension for Program Year 2005–06*. They were introduced in *Guidance for Local Plan Modifications for PY 2006-07*, via *Addendum*, item B. They are now listed below as follows:

The State Board vision statements:

- 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.
- 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.

C. Provide a description of your local strategies, based upon your LWIB's vision for business services, to improve the services to employers, and include in your description [WIA Section 118(b)(10)]:

1. Your vision and strategic planning efforts for business services.
2. How you use industry partnerships and other employer contacts to validate employer needs.
3. What actions the LWIB 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.
4. How the LWIB measures the satisfaction of business services and how the data are used to improve services.

The WIB 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 the California State University - Chico Research Foundation (CSU, Chico) and with partners West Company/SBDC, 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 was granted a 15%

fund grant in PY 2006-07 and included 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.

D. Describe how the LWIB is addressing lifelong learning in the context of workforce development, through collaborative policy and planning. Specifically, describe how the LWIB 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 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.

The Mendocino County WIB is committed to supporting career technical education and acting as an advocate therefore. 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.

E. 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 *(section C updates in italics)*

The *Planning Guidance and Instructions* requests information on key trends expected to shape the economic environment during the next five years, including the implications of these trends in terms of overall employment opportunities by occupation; key occupations; the skills needed to attain local occupational opportunities; growth industries and industries expected to decline, customer demographics, and the sources of data used to gather this information. Where appropriate, identify any regional economic development needs and describe how the LWIA will be involved in them.

In this section identify the needs of businesses, job training, and education seekers, economic development professionals, and training providers in your workforce investment area. Are these the same or different than those present in the previous service delivery area(s)? If different, how can the needs be better met by the new, local workforce investment system? To complete this section, answer the following questions.

A. What are the workforce investment needs of businesses, job-seekers, and workers in the LWIA? [WIA Section 118(b)(1)(A)]

Business needs include:

- Human Resources information,
- Average wage rates,
- Referral to Small Business Development services,
- Referral to small business finance services,
- General labor market trends.

Those businesses with employees need:

- Interview room space,
- Referrals of job seekers appropriately assessed
- Employees with a positive work ethic
- Employees willing to remain employed year round

Job seekers need:

- Referral to appropriate employers
- Assessment for appropriate career match
- Training in basic skills and/or occupational training

Workers need:

- Sustainable wages with health benefits
- Opportunity for advancement

B. How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6]

The work of existing organizations such as the Comprehensive Economic Development Strategy Committee, State and Local Labor Market Study, The Mendocino County Employers Council, Chambers of Commerce, local Business Alliances, Mendocino County Promotional Alliance, Economic Development and Finance Corporation, West Company/SBDC etc., will be used to identify the needs of employers.

Additionally, Community Liaison programs will collect information about the business and professional community through a variety of business contact programs: business response, collection of labor market information, job development, and community assessment survey's. These areas are not restricted to layoff or closure information but will also include those areas where employment growth is identified including small business creation and expansion.

During the Business Visitations, the Community Liaison will provide information about the local Workforce Investment Board and its programs.

C. What are the current and projected employment opportunities in the LWIA? [WIA Section 118(b)(1)(B)]

### **Employment and Unemployment**

*Employment Development Department Labor Market Information data for Mendocino County indicates the County ranks 18th among the 58 counties in California with an increase in the overall civilian unemployment rate from 8.8% in December 2008 to 11.5% in December 2009. By sub-area, the unemployment rates for December 2009, in descending order, are Laytonville 23.8%, Covelo 19.3%, City of Fort Bragg 13.4%, City of Ukiah 11.8% Mendocino 11.4%, City of Willits 11.0% and City of Point Arena 4.1%. Countywide, there was a decrease of 3.7 % in the civilian labor force, from 43,960 in December 2008 to 42,320 in December 2009. Mendocino Private Industry Council provided Rapid Response Assistance due to layoffs to 452 individuals in 2008. January 2009 through February 2010 indicates 570 individuals have received Rapid Response services due to layoffs.*

*Between December 2008 and December 2009, the total farm sector experienced a 9.3% decrease of 150 employees and total non-farm employment saw a 5.4% decrease of 1,780 employees. Sector changes of note include construction – a 10.5% decrease (130 employees); durable goods – a 9.7% decrease (110 employees); goods producing*

– a 7.8% decrease (310 employees); manufacturing – a 6.8% decrease (170 employees); service providing – a 5.7% decrease (1,240 employees); and transportation, warehousing and utilities – a 9.2% decrease (60 employees). Government employment – decreased overall by 4.3%, which included a 2.2% increase in state government (10 employees), and a 5.2% decrease in local government (360 employees).

Source: California Employment Development Department- EDD, Labor Market Information

**Evolving Economic Base** (no change)

The Redwood Coast Targets of Opportunity report and subsequent Occupations of Opportunity report released June 2008, delineate clearly the opportunities for entrepreneurship, employment and business growth for Mendocino County. The original report indicated faster growth than the rest of the region's economy in the following six clusters:

Diversified Health Care  
Building and Systems Construction and Maintenance  
Specialty Agriculture, Food, and Beverages  
Investment Support Services  
Management and Innovation Services  
Niche Manufacturing

The Occupations of Opportunity report indicates 56% of the growing jobs are occupations within the Targets of Opportunity with the following projections from 2004-2014:

High Wage Level – >\$45,000 per year – 566 job openings  
Mid Wage Level – \$25,000 – \$45,000 per year – 1,249 job openings  
Low Wage Level – <\$25,000 per year – 1,831 job openings

(Complete Targets of Opportunity and Occupations of Opportunity reports prepared by Collaborative Economics Inc. are available at [www.mendowib.org](http://www.mendowib.org))

**Agriculture**

According to the Mendocino County 2008 crop report, the total gross agricultural value for commodities produced in 2008 was \$175,695,400 a 13.4% decrease from 2007. The leading category was timber with a value of \$67,004,008. Agricultural production, excluding timber, had a value of \$108,691,400, which is a decrease from 2007 of 15.2%. Winegrapes were the second leading crop. The value of \$62,047,200 was a decrease of 17.7% from 2007.

The pear crop decreased to a value of \$15,012,700, from the 2007 value of \$16,927,200. Livestock production decreased from \$7,719,800 in 2007 to \$7,179,700 in 2008. Milk production had a value of \$5,728,000, a decrease from the 2007 value of \$6,202,700. The State of California Department of Fish and Game reports a total value of \$7,112,954, up from 2007 commercial fish catch value of \$7,038,220.

Source: Mendocino County, Department of Agriculture Crop Report, 2008

### **Tourism**

*Tourism is important to the county's economy and provided approximately 5,290 jobs in 2007, a .99% decrease from 2006. Travel spending in 2007, at \$326.1 million, was up from the 2006 figure of \$316 million. In 2007, travel-generated earnings totaled \$120 million, an increase over the 2006 county earnings of \$114.3 million. The transient occupancy tax for 2008 totaled \$6,190,722, down from \$6,216,671 in 2007. The unincorporated area garnered the majority of the taxes (57.6%), experiencing a \$107,330 decrease from 2007. The incorporated cities of Willits, Point Arena and Fort Bragg all experienced decreases in occupancy tax as well. Ukiah was the only incorporated city that experienced an increase in occupancy tax up 13.25% from 2007.*

Sources: Dean Runyan Associates; Mendocino County Auditor Controller; Finance Departments for cities

### **Retail Sales**

*County 2008 sales tax revenues decreased by approximately 1.9% from 2007, for an un-audited total of \$12,714,946.*

Source: Mendocino County Treasurer-Tax Collector as published in the WIB Scorecard, June 2009 issue

### **Wages** (no change)

Total wages in all industries in 2007 increased by 6% from 2006 reaching \$1,033,567,864. The average annual wage rate increased 5.2% in 2007 to \$31,564.

Source: Employment Development Department – EDD, ES202 data

### **Housing**

*The median sale prices of homes in inland Mendocino County fell from \$349,000 in the first calendar quarter of 2008 to \$250,000 for the first quarter of 2009 (28.4%). The coastal home median sales price for the same period also decreased from to \$494,500 to \$350,000 (29.2%).*

*The 2008 National Low Income Housing Coalition report for Mendocino County indicates 39% households are renters with an estimated average wage of \$10.63 per hour. The Fair Market Rent (FMR) for a two-bedroom apartment is \$940. In order to afford this level of rent and utilities, without paying more than 30% of income on housing, the household must earn \$37,600 annually which would require a \$18.08 per hour housing wage.*

Source: National Low Income Housing Coalition - NLIHC

D. What job skills are necessary to obtain such employment opportunities?  
 [WIA Section 118(b)(1)(C)]

The projected employment opportunities referenced above require both general and specific skills. The following chart is from the Occupations of Opportunity report by Collaborative Economics Inc., and delineates the general skills required in the projected occupations. The specific skills information per occupation may be found in the report at [www.mendowib.org](http://www.mendowib.org).

Gateway Skills Required for Redwood Coast's Occupations of Opportunity	
<b>Active Listening</b>	Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
<b>Reading Comprehension</b>	Understanding written sentences and paragraphs in work related documents.
<b>Speaking</b>	Talking to others to convey information effectively.
<b>Active Learning</b>	Understanding the implications of new information for both current and future problem-solving and decision-making.
<b>Critical Thinking</b>	Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
<b>Mathematics</b>	Using mathematics to solve problems.
<b>Writing</b>	Communicating effectively in writing as appropriate for the needs of the audience.

#### IV. LEADERSHIP *(section C updates in italics)*

As stated in the *Federal Register* of April 15, 1999, "The Department [of Labor] believes that changing from the existing JTPA Private Industry Councils to LWIBs is essential to the reforms of WIA [Interim Final Rule §661.305] . The Department [of Labor] strongly encourages all eligible areas to create new, fully functional LWIBs as early as possible, and is committed to providing assistance to facilitate such changes."

In this section describe how authority will be exercised by the LWIB. [WIA Section 117(b)(3) and (d)(1)]

A. 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 LWIB?

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.

B. What circumstances constitute a conflict of interest for a LWIB 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.

C. How will the LWIB provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? [WIA Section 117(d)(4)] Include in this discussion a description of your LWIB composition and how it meets the membership criteria set forth in the California Unemployment Insurance Code (CUIC) Section 14202.

The local Workforce Investment Board, 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.

The requirement to increase the labor representation from the 10% Federal mandate to the additional State requirement of 15% is a problem for our WIB. *The 10% level has been maintained historically but the attempts to accomplish the nominations from the Labor Federation in nearby Sonoma County resulted in zero nominations as of March 2009.* The labor representatives who would qualify have large regions to oversee and the logistics of attending meetings in Mendocino County for a Sonoma county resident are problematic. The concern of the WIB regards the potential of quorum problems that may result when members are required to travel 1.5 hours to attend WIB meetings. Even so, the WIB strives to attain the 15% requirement by pursuing nominations from the North Bay Labor Federation.

*The maximum number of WIB members was changed, via by-law amendment, from 38 to 33 members and was approved by the Board of Supervisors on November 3, 2009.*

*In addition to the Workforce Investment Boards leadership role within Workforce Development, the County Board of Supervisor's designated the WIB, on February 10, 2009, as the Comprehensive Economic Development Strategy (CEDS) Committee. The Economic Development Administration (EDA) stipulates the composition of the CEDS strategy committee. The WIB composition as well as the existing partnership of Economic Development entities with the WIB resulted in a unanimous vote by the WIB membership to accept the designation on February 11, 2009. The mandatory update of the CEDS local plan was accomplished via workshops at the WIB meetings throughout 2009 and is available at <http://www.co.mendocino.ca.us/econdev/pdf> .*

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

The Executive Committee of the local Workforce Investment Board is responsible for ensuring that performance is achieved. The task of the Executive 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 Executive 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.

E. How will the LWIB meet the requirement that neither the LWIB 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.

1. If the LWIB plans to provide training services, describe which service. If a waiver is to be sought, a request for Waiver of Training Prohibition must be submitted for each specific training program.

F. How will the LWIB assure that the public (including persons with disabilities) have access to board meetings and activities including LWIB 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](http://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** (*Section A updates in italics*)

The cornerstone of the new workforce investment system is One-Stop service delivery, which makes available numerous training, education and employment programs through a single customer-focused, user-friendly service delivery system at the local level. The One-Stop system must include at least one comprehensive physical center in each LWIA that must provide core services and access to programs and services of the One-Stop partners. The system may also include a network of affiliated One-Stop sites and specialized centers that address specific needs.

In this section describe how services will be coordinated through the One-Stop service delivery system. Additional required elements were introduced in *Guidance for Local Plan Modifications for PY 2006-07*, via Addendum items C 1-4. These elements are now incorporated into Section V, Boxes C, F, M and R. Also, include as applicable in boxes A through S, any changes to the One-Stop delivery system as a result of the State's replacement of the statutory performance measures specified in WIA Section 136(b)(2) with the common performance measures defined in Training and Employment Guidance Letter (TEGL) 17-05.

A. Describe the One-Stop delivery system in your LWIA. [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, employers, businesses and entrepreneurs. The One-Stop delivery system in Mendocino County 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.

Comprehensive One-Stop centers and the other service points in your area:  
stated above

### **Waivers**

*Incumbent Worker Training and Customized Training waivers have empowered the WIB to enhance services to the business community with the ultimate goal of retaining jobs. Incumbent Worker Training has been implemented by the WIB within a*

*collaboration of the One – Stop Operator, the North Coast Energy Services Inc. and the Real Goods training center for training employees in Solar Installation. MPIC, the WIA program service provider is in negotiation with other local private business owners to take advantage of the opportunities afforded with this waiver.*

Transferability of Adult and Dislocated Worker Formula and ARRA funds waiver has not been necessary to date.

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)] Also, include the LWIB's policy regarding its selection of One-Stop operator(s), annual review of operations, and termination for cause. [CUIC Section 14206(d)]

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 reason. [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 4.

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.

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 area. If your LWIB is providing training services that are made as exceptions to the Individual Training Account process, describe the process you used to procure and justify these exceptions. This process must include a 30-day public comment period for interested providers. [Title 20 CFR Part 661.350(a)(5) and (10) and 663.430(a)] In addition, include the LWIB's policy addressing the amount and duration of ITAs based on market rate for local training programs. [CUIC Section 14206(h)]

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 ITAs 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. 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. See *WIB Policy 11A* at [www.mendowib.org](http://www.mendowib.org).

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 121(c)(2)(A)(ii)] Include a brief discussion if your LWIB has entered into an agreement with another area (including another LWIB 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)]

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.5. 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 to determine and ensure priority of service to recipients of public assistance and other low-income individuals for receiving intensive and training services? [WIA Section 134(d)(4)(E) and 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) and 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.7]

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 3I (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. 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. 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 Veterans Workforce Specialists and Veteran Employment Service Specialist (VWS/VSSS) 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 farm workers, 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 LWIB coordinate workforce investment activities carried out in the LWIA with the statewide rapid response activities? [WIA Section 118(b)(5) and State Planning Guidance IV.B13.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) and 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. How will your LWIB 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)] Describe and assess the adult and dislocated worker employment and training services that will be available in your LWIA. [WIA, Section 118 (b)(4)(5)] In addition, include the LWIB's

policy regarding training services available to adult and dislocated workers who have met the requirements for intensive services, have been unable to obtain or retain employment through those services, and have been determined to be in need of training. [WIA Section 134(d)(4)(A)(iii), Title 20 CFR Part 663.310(c) and CUI Section 14230(a)(5)]

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.

#### S. MEMORANDUM OF UNDERSTANDING:

The WIA requires that a Memorandum of Understanding (MOU) between the LWIB and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. A copy of each MOU must be included with the plan modification. [WIA Section 118(b)(2)(B)]

The 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) and CUI Section 14230(d)]
  - 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 LWIB.
  - g. The LWIB's policy for identifying individuals who, because of their skills or experience, should be referred immediately to training services.
2. Identify those entities with who you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(b)]
3. What process will the LWIB 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)]

## VI. YOUTH ACTIVITIES:

As a way to connect youth to workforce investment resources, WIA requires youth programs to be connected to the One-Stop system. The WIA requires improved youth opportunities and Youth Councils to be part of local workforce investment systems. Youth councils have authority to develop the youth-related portions of the local plans, to recommend youth service providers to the LWIBs, to coordinate youth services, and to conduct oversight of local youth programs and eligible providers of youth programs.

In this section describe the strategies and tactics to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One-Stop system.

A. Describe your LWIA'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 LWIA will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), and State Planning Guidance, IV B. 15.]

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 LWIA. Include an identification of successful providers of such activities. [WIA Section 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, 2006, 2007 and 2008 which have been very successful. Fairs, traveling carnivals and circuses also provide some activities for youth.

E. What is your LWIA'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, and 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).
- Transition Age Youth Resource Center (Redwood Children's Services)

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 LWIA will meet the Act's provisions regarding the required youth program design elements: [WIA Section 129(c)(2)(A) through (J)] In addition, please discuss how your LWIA's youth program design has been modified as a result of the State's move toward common performance measures and its effect on meeting program accountability requirements. [WIA Section 136(b)(2) and TEGl 17-05]

#### 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.

*Work Readiness Waiver for ARRA Summer Youth – The ability to use the work readiness portion of the Youth Skill Attainment Rate as the sole indicator of performance empowered the program operator to extend the valuable work experience services to a higher risk population within the targeted eligibility group. Participants who may not have been able to attain the common measures were afforded the opportunity to gain invaluable, hands on experience in the world of work without the encumbrance of the additional outcome expectations.*

#### 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. Follow-up services. [Interim Final Rule §664.450(a)(1) through (6)(b), and State

Planning Guidance IV B.14.]

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** (*section A updates in italics*)

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

*The waiver granted on June 15, 2009 to relieve the requirement of competitive bidding for the 2009 ARRA Summer Youth Program was issued too late to be of advantage. The program did not move forward with the current provider without competitive bid. Therefore, an RFP was issued to maintain the appropriate procurement procedure to satisfy the transparency required of the ARRA. Two months were lost to the program provider in responding to the RFP during the critical time of outreach to potential participants and potential worksite trainers. Due to a solid partnership of youth service providers within the One-Stop system and the experience of MPIC, the provider of WIA programs since the inception of WIA, a successful program was accomplished in spite of the late waiver.*

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 LWIB use in awarding grants for youth activities, including criteria used by the Governor and LWIBs to identify effective and ineffective youth activities and providers? [WIA Section 112(b)(18)(B) and 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 LWIA'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 LWIB assures that it will comply with the uniform administrative requirements referred to in WIA Section 184(a)(3).
- B. The LWIB 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)]
- C. The LWIB assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The LWIB assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.

- E. The LWIB assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The LWIB assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.
- G. The LWIB assures that veteran workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that Section.
- H. The LWIB 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.
- I. The LWIB 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), and CUIIC Section 14230(a)(6)]
- J. The LWIB 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 to access by State labor organization representatives pursuant to the Ralph Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code, and CUIIC Section 14233]
- K. The LWIB 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 evaluations 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.
- L. The LWIB 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 employee's 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.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accord with roles to be determined by the LWIB. The LWIB 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 Title 20 CFR Part 662.410]

**IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES**

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, 2009 through June 30, 2010 in accordance with the provisions of WIA.

Local Workforce Investment Board Chair

Chief Elected Official

\_\_\_\_\_  
Signature

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Signature

\_\_\_\_\_  
Donald A Ballek  
Name

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Carre Brown  
Name

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Workforce Investment Board Chair  
Title

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Chair of the Board of Supervisors  
Title

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Date

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Date