

**Workforce Investment Board of Merced County
Program Planning and Development Committee
Dept of Workforce Investment – Large Conference Rm
1880 W. Wardrobe Avenue, Merced, CA
Thursday, August 24, 2006, 3:00–4:30 p.m.
Meeting Agenda**



www.co.merced.ca.us/wi/wib/wib.html

-
1. Call to Order and Roll Call
 2. Approve Agenda
 3. Approve Minutes (November 30, 2005).....
 4. Public Opportunity to Speak
 5. Action Agenda
 - a. Renewal of LVN Contract Dave Davis
 - b. Plan Mod 7 to 5 Year Strategic Plan..... Dave Davis
 - c. Marketing Plan..... Dave Davis
 - d. Additional Industry Cluster..... Dave Davis
 6. Discussion Agenda.....
 - a. Review of Retreat Outcomes Dave Davis
 7. Chair Comments
 8. Next Meeting Date/Time—September 28, 2006, 3:00-4:30 p.m., Department of Workforce Investment, 1880 W. Wardrobe Ave/Large Conference Room
 9. Adjourn

“Merced County’s Workforce Investment System will keep pace with new growth, the emerging economy, and the ever-changing needs of the employers by creating a better educated, highly skilled workforce, that’s capable, prepared, and thoroughly knowledgeable.”

**Workforce Investment Board
Program Planning and Development Committee
Dept of Workforce Investment – Large Conference Room
1880 W. Wardrobe Ave, Merced, CA
Wednesday, November 30, 2005, 3:00 – 4:30 P.M.
Meeting Minutes**



<http://web.co.merced.ca.us/wi/wib/subcommittees/subcommittees.html>

Members Present: Andrea Baker, Don Bergman, Sharon Cresswell, Phil Flores, Peter Fluetsch (Vice Chair), John Fowler, Carol Greenberg, Mike Sullivan (Chair)

Members Absent: Nicolas Benjamin, Ernie Flores, Scott Galbraith, Anne Newins, Al Romero
Thomas Tsubota

Others Present: Dave Davis, Patricia Hinson, Sandy Lemas, Alfredo Mendoza, Joanne Presnell

1. Call to Order and Roll Call: The Chair called the meeting to order at 3:12 p.m. Roll call was taken.

2. Agenda: It was *M/S/C Fluetsch/Bergman* to approve the agenda as published.

3. Approve Minutes: It was *M/S/C Bergman/Flores* to approve the August 25, 2005 minutes.

4. Public Opportunity to Speak: None

5. Action Agenda:

a. Eligible Training Provider's List Policy: It was *M/S/C/ Fowler/Bergman* to accept the revised Eligible Training Provider's List Policy, and forward to the Workforce Investment Board for approval.

b. Supportive Services Policy: It was *M/S/C Fluetsch/ Bergman* to accept the new Supportive Services Policy, and forward to the Workforce Investment Board for approval.

6. Information/Discussion Agenda:

a. Frontline Workforce Development Grant Requirements: Staff informed the committee about the first stage requirements needed to apply for the grant. The Chair asked staff to present a draft letter of intent at the next meeting.

b. Medical Assistant Lattice Timelines: Staff updated the committee regarding the timeline on the Medical Assistant Lattice . This grant is a regional project to conduct a study on medical assistants. There will be a medical assistants survey to be conducted between January–June 2006. This information will be given back to the four counties for their review. A final report is expected by January 2007. The Center of Public Policy Studies at California State University Stanislaus has submitted a proposal, and will meet with Department staff to further discuss the survey and negotiate a counter proposal.

7. Chair Comments: The chair requested the date for next meeting stay as planned until further notice.

Program Planning and Development Committee

November 30, 2005

Page 2

8. Next Meeting Date/Time: The next meeting is December 22, 2005, 3:00-4:30 p.m., Department of Workforce Investment, 1880 W. Wardrobe Ave, Large Conference Room.

9. Adjourn: The meeting adjourned at 3:40 p.m.

Minutes prepared by Patricia Hinson.

TO: Program Planning & Development

DATE: 08/24/06

FROM: WIB Staff

For Action

For Information

For Discussion

SUBJECT: Renewal of LVN Contract

PROPOSED MOTION (S): That the LVN contract with Merced College be renewed for the period January 1, 2006 through June 30, 2007.

DISCUSSION: Since September 9, 1997, Merced County has had a contract with Merced College to provide Licensed Vocational Nursing (LVN) training. The most recent contract provides training for twelve (12) LVN students at a total contract cost of \$106,914. The contract runs for 18 months (3 semesters) and will end December 31, 2006. The new contract will start January 1, 2007 and is expected to remain at the same cost.

The College has asked those healthcare facilities who employ LVNs to contribute to the cost of this contract. The agencies have been contacted. Each is being asked to contribute \$10,000 and to make their commitment by September 30, 2006.

Additionally, a collaboration between Merced, Madera and Stanislaus Counties and their respective community colleges is applying for DOL grant funding to expand the college's capacity to train LVNs and RNs. That grant could further alleviate most of the cost of next year's contract.

With the State's inability to finish the allocations to local workforce investment areas, the training budget for this year is tentative. Using a simplified method of reducing last year's training budget by 16% results in a forecast training budget of \$542,428. The LVN contract will represent 19.7% of the total training budget.

- **The LVN program produces a job starting at \$31,000 + benefits**
- **Most LVN graduates stay and work in Merced County**
- **The healthcare industry is a WIB chosen industry cluster**

ATTACHMENT (S): N/A

TO: Program Planning & Development

DATE: 08/24/06

FROM: WIB Staff

For Action

For Information

For Discussion

SUBJECT: Local Plan Modification 7

PROPOSED MOTION (S): The current Local Workforce Investment Area (LWIA) Five-Year Strategic Plan modification is due to expire on June 30, 2006. The State has directed that LWIAs develop a one-year extension to the present plan.

The plan is a projection of participants to be served as Adults, Dislocated Workers, Youth, and the associated costs. All One-Stop MOUs and the Resource/Cost Sharing Agreements will also be included.

The plan was made available for a 30-day public comment period beginning June 21, 2006. The plan must be approved and arrive in Sacramento by October 2, 2006. It will be presented to the WIB during its September 14, 2006, meeting for approval and signature.

The plan reflects the WIB's decision to change its focus to Business First. Although expected allocations have been reduced from previous years, the numbers of projected enrollments have been increased. The use of an applicant pool and improved, streamlined enrollment procedures have helped to allow for the increases.

The plan may be accessed at www.co.merced.ca.us/CountyWeb/. Click on Departments, then Workforce Investment, the Public Notices (bottom in red), and finally, Local Workforce Five Year Plan Mod Seven.

ATTACHMENT (S): Copies of the Plan will be available at the meeting.

TO: Program Planning & Development

DATE: 08/24/06

FROM: WIB Staff

For Action

For Information

For Discussion

SUBJECT: Marketing Plan

PROPOSED MOTION (S): Approve the Marketing Plan and forward to the WIB for final approval.

DISCUSSION: On September 28, 2004, the Workforce Investment Board approved the WIB/Worknet Marketing Plan. The Marketing Plan has been modified to reflect the WIB/Worknet policy of Business First.

ATTACHMENT (S): Marketing Plan

**Merced County Workforce Investment Board
and Worknet One-Stop System
Marketing Plan**

Revised
April 2006

Merced, California

1. POSITION STATEMENT

The Merced County Workforce Investment Board (WIB) was established in June of 2000 pursuant to the federal Workforce Investment Act of 1998. The WIB is the successor to the previous Private Industry Council (PIC). The staff “arm” to the WIB is the Department of Workforce Investment (Dept. of WI) established in 1982 with the Federal Job Training Partnership Act. For twenty years, the WIB and the predecessor PIC have overseen Dept. of WI delivery of job-training services in Merced County.

Dept. of WI is also contracted to be the “One Stop” operator for workforce services, coordinating with other workforce agencies through “Worknet” of Merced County.

The Workforce Investment Board is the policy-making body, while Worknet is the service delivery organization. Because the WIB establishes policy and contracts for services, this marketing plan covers both WIB and Worknet.

Mission: The WIB’s mission statement is:

“Merced County’s Workforce Investment System will keep pace with new growth, the emerging economy, and the ever-changing needs of the employers by creating a better educated, highly skilled workforce, that’s capable, prepared and thoroughly knowledgeable.”

Products and Services: The **Workforce Investment Board** does not directly offer services to outside clients. Rather, the WIB is the policy-setting body, which guides the workforce system in Merced County.

Worknet is the One-Stop service delivery system, coordinated by the Department of Workforce Investment as the One-Stop operator. Worknet (the One Stop system) offers services and information to businesses and individual jobseekers through a system of Worknet one-stop centers:

- Workshops on resume writing, job search, and interviewing techniques
- Career development information for any member of the public
- Assistance to economic development organizations in presenting and marketing resources to prospective employers
- Entrepreneurial development and follow-up services

Services to Employers: These are listed by the services that are used most by employers.

- **Recruitment, pre-screening, and referrals of job applicants.** The employer provides the job requirements and the candidates are pre-screened accordingly. The employer makes the decision on who is hired.
- **On-The-Job Training (subsidized).** The employer contracts with the WIB/One-Stop operator, interviews and selects the eligible client, prepares a training plan with staff for the client, and is reimbursed for a portion of the training expense. A cost savings can be realized by the employer due to reimbursements for the extraordinary costs of training.

- Customized training for businesses. A training plan is developed and implemented to assist an employer in providing skills and training to a group of employees.
- Tax Advantages. For the Merced-Atwater Enterprise Zone, the WIB/Dept. of WI serves employers by certifying ("vouchering") qualified employees for Enterprise Zone tax credits. The State EDD certifies individuals in target populations for the federal Work Opportunity Tax Credit and Welfare-to-Work Tax Credit.
- Consulting on personnel practices. This is provided at the request of employers.
- Labor market information. Vast amounts of local information to assist in making important business decisions are available.
- Testing job applicants. Applicants are tested for skills and qualifications specified by the employer.
- Space for interviewing. An interview room is provided for interviewing applicants. Video conferencing equipment is available for long distance interviewing.
- Rapid Response. Staff comes to the aid of an employer who is downsizing to provide options for the personnel who are being released such as employment retraining information.

Services to Job Seekers: Worknet provides services to eligible persons seeking employment and training.

- Recruitment, assessment, pre-screening and job referrals. Securing employment for clients evolves around these activities.
- Job Search workshops. Provides information on how to look for work, prepare for an interview, and keep a job once obtained.
- Labor Market Information. A valuable aid in determining a career choice.
- Resume assistance. Many employers require resumes along with the employment application and WIB/Dept. of WI provides training and coaching in this skill.
- Phone banks, computers, and resource library. Tools available for those looking for work.
- Career counseling. Assists individuals in determining their career alternatives.
- School based and Work based training, retraining. Necessary when a person needs to learn new job skills, update old ones, or is considering a career change.
- Basic Education and GED. Is available for those deficient in reading and/or math and do not have a high school diploma.
- Supportive Services. Information regarding available supportive services is provided.
- Eligible Training Provider List. A list of training providers who are determined eligible by the state to provide training funded by the Workforce Investment Act.

2. MARKET ANALYSIS

The market has been classified into four categories: Businesses, Job Seekers, Community and Political Leaders, and general awareness. Different methods are needed to reach the four different segments of the market

1. Businesses: The business market addressed by this plan falls into three areas:

- Existing Merced County employers that have been successful for job placement in the past. This is the primary market and is the most fruitful, with its base of repeat customers.
- Other existing businesses in Merced County. These are already here and are easily contacted; they may know WIB/Dept. of WI by word of mouth.
- Businesses outside Merced County, which may expand here. These are the most difficult to reach and it involves working with economic developers. Outside businesses may know or have experience with other WIA providers.

Services offered to businesses can be addressed to new employees or their existing employees.

The WIB needs to address this market in order to secure increased participation in the WIB from employers. Worknet needs to address this market in order to make sure Worknet services are known and used by employers.

2. Job Seekers: Job seekers may include any person who is seeking new or better employment, not only the unemployed or economically disadvantaged. In addition, youth are a specific identifiable segment of the broader market of job-seekers.

Worknet has a critical need to address job seekers in order to inform them of Worknet program services, and to build general awareness of Worknet. The WIB has a lesser need to address job seekers in order to assure that they know WIB/Worknet services are open to all.

3. Political and Community Leaders: These leaders may include: legislators (state, federal, and local), members of various community boards, business leaders, agricultural leaders, educators, and economic developers.

The WIB needs to address these leaders in order to obtain their participation, support and cooperation for the WIB. Worknet needs to address these leaders in order to ensure that community leaders are aware of Worknet program services and results, and are able to address constituents.

4. General Awareness: Although not a critical need, the general public needs to be addressed as part of the marketing program. Creation of a general awareness of the WIB and Worknet will help address job seekers, and will support efforts with political and community leaders.

3. GOALS OF THE MARKETING PLAN

Mission and Goals

In general, the marketing mission is to:

- present the Workforce Investment Board (WIB) as the policy maker, influencer, facilitator, and change agent for workforce development in Merced County, and
- present Worknet as the service provider carrying out workforce development activities.

An active marketing program will make the WIB more politically effective and help develop useful relationships. Active marketing of Worknet allows customers to know about services in order to take advantage of them. In addition, employers can benefit from using services and both can save money.

Specifically, the marketing campaign should:

- Create a positive name recognition for the WIB, one that is well known and respected.
- Clarify/amplify image with employers, to make employers aware of the services offered and how they would benefit from using them.
- Assume a position of preeminence for contact in job training by being the first point of contact by both employers seeking qualified employees and job seekers desiring job training and employment opportunities.
- Increase visibility among the economically disadvantaged/dislocated worker clientele, so that those in need of services will know what the services are and how to access them.

The Message: Desired Image for the WIB and Worknet

WIB attributes which will be stressed as the message in the marketing campaign:

- The WIB is a private-public team
- The WIB represents experienced leadership
- The WIB makes a difference
- The WIB is local business driven, and voluntary
- The WIB is authoritative, yet user-friendly
- The WIB is dedicated, professional, competent
- The WIB establishes community standards for workforce development
- The WIB serves needs of employers and job seekers
- The WIB generates new resources for Merced County
- The WIB directs the services network

Worknet attributes which will be stressed as the marketing message:

- Worknet is helpful, easy, simple and user friendly
- Worknet is 'the place to go', with three convenient locations
- Worknet is one stop for all your needs
- Worknet is for everyone, not just special populations
- Worknet is professional and reliable
- Worknet is low cost
- Worknet offers business services, like on-the-job training
- Worknet has community resources

4. MARKETING STRATEGY

Media Choice

“Media” includes any method by which the message can be delivered, ranging from casual personal contact to broadcast media such as radio and television. All forms of media were considered in developing the choices recommended in this plan. Of particular importance is considering the degree to which a message can be targeted to a particular audience, and the cost of the media.

The following page illustrates the degree of targeting and cost of the various media choices available. Specific media choice is listed below by target markets, which were identified earlier in this Plan. The choices are further identified as to their relevance for the WIB or Worknet.

Effective Choices for Communicating with the Employer Market

About the WIB

Direct mail/e-mail
 Personal contact
 Presentations (PowerPoint)

- Employer Advisory Council
- Enterprise Zone workshops
- ETP orientations
- Business and civic groups

 Radio public service announcements
 Brochures
 Personal contact by business services representatives

About Worknet

Personal contact by business services representatives
 Message: personal representatives
 Piggyback on events such as Job Fairs
 Networking

Effective Choices for Communicating with the Market of Job Seekers

About the WIB

No specific activities targeted; will simply benefit from the overflow of activities targeted to other audiences

About Worknet

Mall kiosk
 Billboards
 Building signage
 How can Job Fair be improved?
 Media placement – personal profiles
 Radio
 EDD profiling and target mail
 Maybe cable TV
 Videos

Effective Choices for Communicating with Political and Community Leaders**About the WIB**

Personal contact
E-mail – Newsletter (Combine Worknet with WIB information)
Direct mail – Consistent, repetitious
Brochure
Website – cross-market and mention in other publications, links from other sites (i.e., Chamber, Merced Net, California Chambers, MCAG, City, etc.)
Piggyback events
Invite legislators to receive awards
Invite legislators to present awards
Invite legislators to visit/tour Worknet

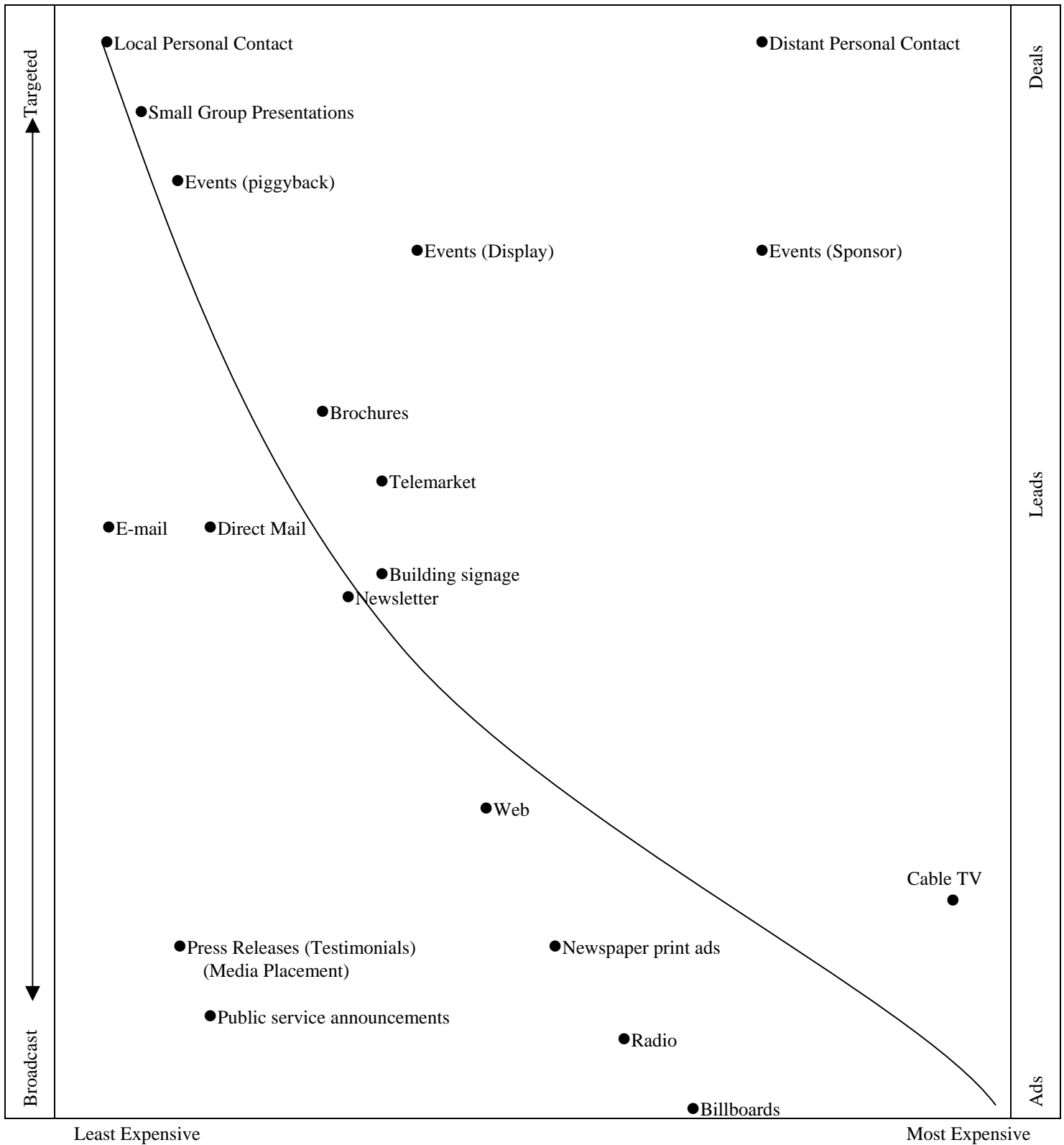
About Worknet

This will primarily be “overflow” from other activities targeted to other markets. However, overview information and testimonials expressed in brochures will be particularly helpful.

As appropriate, all marketing and advertising on behalf of the Workforce Investment Act and Worknet will include the Workforce Investment Board name and logo.

The Worknet Customer Satisfaction Survey is currently the mechanism used to measure customer satisfaction and customer awareness of the Worknet One-Stop system and is also the tool used as the method to evaluate marketing effectiveness. The responses are compiled and entered into the Case Management System and a monthly Participant Data Report is generated and reviewed by staff, the Worknet Leadership Team and WIB committees. As appropriate and viable, decisions regarding marketing strategies are considered and implemented. An annual face-to-face employer survey is also used to evaluate customer satisfaction and customer awareness of the Department’s business services.

MEDIA EXPOSURE TO COST CURVE



“Merced County’s Workforce Investment System will keep pace with new growth, the emerging economy, and the ever-changing needs of the employers by creating a better educated, highly skilled workforce, that’s capable, prepared, and thoroughly knowledgeable.”

TO: Program Planning & Development

DATE: 08/24/06

FROM: WIB Staff



For Action



For Information



For Discussion

SUBJECT: Selection of Additional Industry Cluster

PROPOSED MOTION (S): That the Committee select a second industry cluster for WIB sponsorship.

DISCUSSION: During its May 26, 2005 meeting, the Program Planning & Development Committee chose the Healthcare Industry for its pilot program industry cluster.

The following industry clusters were chosen for future WIB sponsorship:

- **Business Services**
- **Agriculture and Food Processing**
- **Wood/Metal Processing**
- **Tourism, Visitor Services**
- **Warehouse Distribution**
- **Construction/Materials and Ancillary Services**
- **Childcare**

It is suggested that two of the industry clusters, Agriculture and Food Processing, and Wood/Metal Processing, be combined under a new cluster, manufacturing. The work that the WIB is doing with Quebecor and Unilever fits this larger industry cluster.

ATTACHMENT (S): Manufacturing Analysis

Manufacturing Industry Cluster – An Analysis

Local Employment Trend Analysis

Manufacturing

Manufacturing employment grew an average 11.5 percent in Merced County between 1994 and 2000. Employment in both Durable and Nondurable Goods Manufacturing increased over this period, producing gains averaging 20.1 percent and 9.0 percent, respectively. Between 1999 and 2000, the Manufacturing sector has been affected by losses in its component sectors, as well as a whole, declining 7.9 percent, losing a net 868 jobs. In 2000, a 18.2 percent contraction in Durable Goods Manufacturing and a 7.8 percent decline in Nondurable Goods Manufacturing fueled this decline.

Durable Goods Manufacturing includes six sub-sectors (with reportable data) that employ 2.9 percent share of total employment as a whole, in Merced County:

Wood Product Manufacturing
Fabricated Metal Product Manufacturing
Machinery Manufacturing
Transportation Equipment Manufacturing
Furniture and Related Product Manufacturing, and
Miscellaneous Manufacturing.

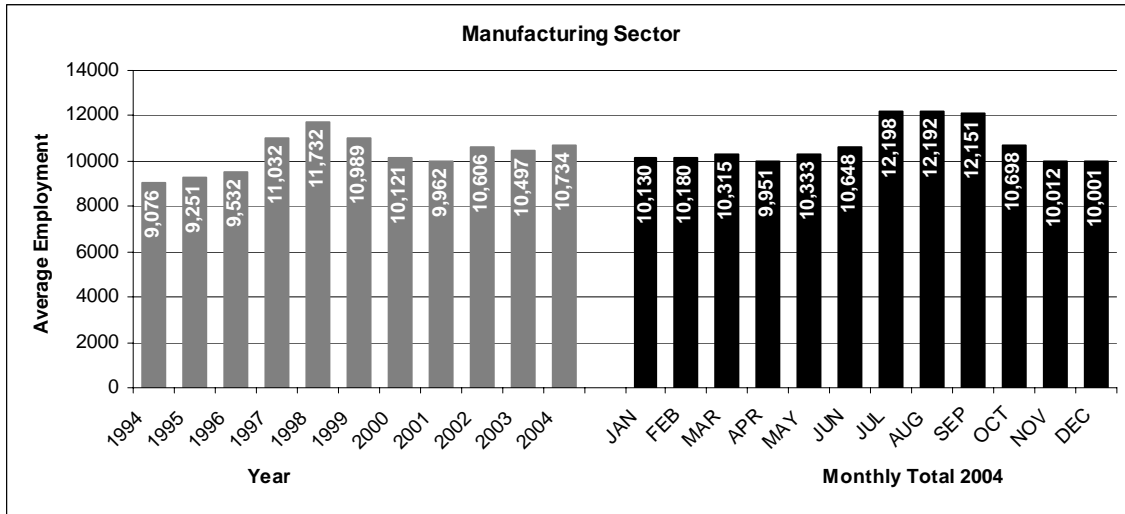
The analysis continues for the six sectors in Durable Goods Manufacturing. Wood Product Manufacturing comprised 0.6 percent of the county's average wage and salary employment between 1994 and 2000. Fabricated Metal Product Manufacturing contributed 0.9 percent to local employment during the same period. In Merced County, Machinery Manufacturing employs 0.4 percent of the total payroll workforce. The Transportation Equipment Manufacturing sector employed 0.7 percent between 1994 and 2000 and 0.2 percent of the County's wage and salary employees worked in either Furniture and Related Product Manufacturing or in Miscellaneous Manufacturing.

Among the Durable Goods Manufacturing sub-sector, Wood Product Manufacturing and Transportation Equipment expanded significantly between 1994 and 2000, growing 210.7 percent and 77.7 percent, respectively. Miscellaneous Manufacturing expanded by 17.7 percent as well as Machinery Manufacturing with a gain of 6.2 percent. Declines in employment, during this time period, were Fabricated Metal Product Manufacturing with a decline of 31.6 percent, followed by Furniture and Related Product Manufacturing with a contraction of 9.6 percent.

Nondurable Goods Manufacturing, with Food Manufacturing the only sub-sector with reportable information, captures 8.5 percent share of total employment. Food Manufacturing realized an average growth in employment of 9.4 percent per year throughout 1994 to 2000, with over all growth of 8.9 percent.

The Manufacturing sector, as a whole, responds to the contraction period of 2001 to 2004 by expanding employment in Nondurable Goods Manufacturing and contracting employment in the Durable Goods Manufacturing. Growth in this sector, during this time period, expanded by 7.8 percent. The drivers of this increase in manufacturing includes, Food Manufacturing with an expansion in employment of 18.4 percent, Transportation Equipment Manufacturing with 26.0% employment growth, Furniture and Related Product Manufacturing expanding 11.5 percent, and Miscellaneous Manufacturing with 15.5 percent growth. Three sub-sectors responded with a positive correlation to the contraction period, with Machinery Manufacturing employment contracted by 49.6 percent, Fabricated Metal Product Manufacturing employment losing 47.1 percent, and Wood Product Manufacturing losing 22.4 percent of employment.

The graph below displays the employment trend in the Manufacturing Sector. This sector was slow in responding to the expansion period and responded to the contraction period one year earlier. The rebound in employment during the contraction period began in 2002 but hasn't returned to employment levels of the expansion period.



Shift-Share Analysis

Advantage Industries: Manufacturing Sector - 2001 to 2004

Employment in the Manufacturing sector, as a whole, demonstrates an advantage in Merced County. The analysis also calculates net advantage for four sub-sectors and three industrial groups within Manufacturing. The expansion in Food Manufacturing employment particularly outpaced the nation’s growth for the industry and total employment with large local factor.

The 2001-2004 shift-share analysis also demonstrates a significantly large employment advantage for Food Manufacturing. The large local factor calculation demonstrates the employment growth in the industry significantly outpaced the nation’s overall employment growth and for the same industry. The analysis also calculates net advantages for its two industrial groups, Fruit and Vegetables Preserving and Dairy Product Manufacturing.

Transportation Equipment Manufacturing, Furniture and Related Product Manufacturing, and Miscellaneous Manufacturing also demonstrate net employment advantage among the Manufacturing industries in the contraction period, although a slight advantage.

Advantaged Manufacturing Sector - 2001 to 2004

Sector	Employment	Employment	National	Industrial	
Sub-Sector	2001	Change	Growth	Mix	Local
Industrial Group	2001	2001-2004	Share	Share	Share
Manufacturing	9,962	772	-27	-1,267	2,066
Food manufacturing	5,744	1,054	-15	-220	1,289
Fruit and vegetable preserving and specialty	2,119	330	-6	-172	508
Dairy product manufacturing	812	178	-2	-22	202
Transportation equipment manufacturing	373	97	-1	-30	128
Ship and boat building	274	53	-1	8	45
Furniture and related product manufacturing	87	10	0	-10	20
Miscellaneous manufacturing	58	9	0	-5	14

TO: Program Planning & Development

DATE: 8/24/06

FROM: WIB Staff

For Action

For Information

For Discussion

SUBJECT: Retreat Outcomes

PROPOSED MOTION(S): For Discussion Only.

DISCUSSION: On July 24, 2006, Ms. Virginia Hamilton facilitated the Workforce Investment Board (WIB) Retreat, and proposed a question which guided the direction of the WIB – What do we want to see in place as a result of the Merced WIB in the next year? To answer this question two-thirds of WIB members participated and identified 6 important areas of focus:

- ***IMPLEMENT ONE ADDITIONAL INDUSTRY CLUSTER (PP&D)***
- ***IDENTIFY AND DELIVER SERVICES NEEDED BY BUSINESSES***
- ***INCREASED PRIVATE SECTOR INVOLVEMENT AND OWNERSHIP OF WIB***
- ***INCREASED VISIBILITY WITH CLEAR, CONSISTENT MESSAGE FOCUSED ON BUSINESS. (PP&D)***
- ***MORE DIVERSE RESOURCES WITH EFFECTIVENESS/EFFICIENCY MEASURES***
- ***CLARIFIED RULES AND RESPONSIBILITIES AND IMPROVED COMMUNICATION WITH ECONOMIC DEVELOPMENT (PP&D)***

Additionally, WIB members felt that the current committee structure needed modification to achieve the above. The members felt “workgroups” would better serve the WIB’s vision of the future. A follow-up meeting to delineate the workgroups will occur immediately following Ms. Hamilton’s feedback report.

ATTACHMENT(S): N/A