

**Workforce Investment Board
 City of Merced
 Samuel Pipes Meeting Room
 678 West 18th Street
 November 13, 2003, 3:00-5:00 p.m.
 Meeting Agenda**



*****Meeting Will Start Promptly at 3:00 p.m.*****

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- I.** Call to Order John Headding
 - II.** Introduction of New WIB Member – Jeremiah Greggains
 - III.** Approval of Agenda
 - IV.** Approval of Minutes
 - V.** Public Opportunity to Speak
 - VI.** Consent Agenda
 - a. Self-Sufficiency Wage Program Planning & Development Cmte
 - b. Worknet Certification..... Quality Assurance & Executive Cmtes
 - c. Out-of-School Youth Contract Quality Assurance & Executive Cmtes
 - VII.** Regional Strategic Issues–“Issues In Economic Development” Economic Development Panel
 - VIII.** Advocacy Report Andrea Baker (5 min)
 - IX.** Operational Reports
 - a. Child Care Economic Impact Report (Presentation).....Kirsten Lee (5 min)
 - b. Idel Aire (Presentation)..... Jeff Merrill, Manager (5 min)
 - X.** Action Agenda
 - a. WIB/One-Stop Partner MOUs Joanne Presnell
 - XI.** Information Items
 - a. Jobs for California Graduates Closeout Status..... Jackie Walther-Parnell
 - b. Small Planet Foods..... Andrea Baker
 - c. WIB Goal AssignmentExecutive Cmte
 - d. Fiscal Report Jackie Walther-Parnell
 - e. LMI Update..... Dave Cramer
 - f. Director’s Notes Andrea Baker
 - g. Farm Worker’s Forum Andrea Baker
 - XII.** Spotlight on WIB Member..... Tom Tsubota (3 min)
 - XIII.** Director’s Comments Andrea Baker (5 min)
 - XIV.** Chair Comments..... John Headding (5 min)

- XV.** Other
- XVI.** Next Meeting – January 8, 2004
- XVII.** Adjourn

**Workforce Investment Board
Merced County Board of Realtors
678 West 18th Street
September 11, 2003 3:00-5:00 p.m.
Meeting Minutes**



Members Present:

Lee Andersen	Andrea Baker	Benjamin Nicolas
Bob Bittner	Sharon Cresswell	Kathleen Crookham
Ben Duran	Ernie Flores	Peter Fluetsch
John Fowler	Scott Galbraith	Carol Greenberg
Brian Griffin	Robert Harmon	John Heading
Doug Kirkpatrick	Charlie Lambert	Nellie McGarry
Albert Montejano	Anne Newins	Rick Osorio
Carole Roberds	Al Romero	Mike Smith
Helen Sullivan	Mike Sullivan	Steve Tinetti

Members Absent:

Paul Aldrete	Don Bergman	Mike Boardman
Harry Dull	Jerimiah Greggains	Gisela Malone
Ned Miller	Terry Nichols	Ana Pagan
Alfonse Peterson	Tom Tsubota	

Others Present:

Bunny Bentley	Elaine Craig	Dave Cramer
Evelyn Eagleton	Eddie Harding	Holly Newlon
Donna Ornelas	Joanne Presnell	Mayra Rameriz
Penny Sawyer	John Spevak	Jackie Walther-Parnell

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- I. Call to Order - The meeting was called to order by the Chair, John Heading.
 - II. Introduction of New WIB Members – The newest member, Jeremiah Greggains was not in attendance.
 - III. Approval of Agenda – M/S/C Smith/Fluetsch to approve the agenda as written.
 - IV. Approval of Minutes – M/S/C McGarry/Crookham to approve the minutes of July 17, 2003.
 - V. Public Opportunity to Speak - none
 - VI. Consent Agenda – It was M/S/C McGarry/Smith to approve the consent agenda.
 - a. ITA Policy
 - b. Supportive Services Policy
 - c. Local Plan Modification
 - d. Addition to ETPL
 - e. Performance Measures
 - f. Membership to Youth Council – Taide Hernandez
 - g. Membership to Youth Council – Kristen Miller

VII. Regional Strategic Issues: "Issues In Education"

Panel of Members: Allen Rasmussen, Robert Fore, Lee Andersen, Ben Duran, (absent Paul Alderete)

Lee Andersen gave an overview of the objective for the presentation and a brief overview of the content and introduction of panel members.

Ben Duran addressed the Master Plan of education in the State of California. In addition he provided an overview of the community college systems and the four areas of focus. The four areas are, life long learning, terminal learning, two-year degree program, and economic development.

Allen Rasmussen discussed education as it serves as preparation for employment and higher learning. He noted the need in the workforce has outpaced education. Specifically, the area of technology. Mr. Rasmussen discussed some of the reform issues in education over the years and the challenges achieving those reform issues.

Robert Fore noted facts on skill requirements for new jobs, emphasis on ag related jobs, jobs moving out of the country, need for applied sciences, and the need to raise the standards

Lee Andersen spoke on behalf of Paul Alderete. He noted Los Banos has experienced a 7% growth in student population in the last year. In addition, he reported there was a great need to focus on structural improvement district-wide. Lastly, he noted some specific recommendations for the WIB

- 1) Become aware of the school standards
- 2) Supportive advocates for the education system needs
- 3) Become partners with families and school
- 4) Actively support ballot measures to support school

Mr. Andersen, discussed the support of K-16 efforts, ROP efforts and school to career programs.

Mr. Heading noted some of themes throughout the presentation – those being, reduced funding, challenges of legislative changes, technological challenges, staffing, and structural needs. The floor was then opened to discussion and/or question/answers.

Q. What is the key to improving student achievement ?

A. Use of the master plan, solid instructional programs, well trained teachers, universal pre-school program, early education

Q. How does Merced County compare with achievement scores?

A. The scores appear to be adequate for yearly progress. However, it was noted that educators are looking at a district in Texas as a model for success. The district published scores for public accountability. The scores increased 20%-30%. In addition it was noted that the education system as a whole is looking at English language learners and special education programs and promoting two accountability systems to include these two areas. Under the current accountability system, these areas have negative outcomes because of the combined measurement. This can potentially cause problems for the district if the schools fail to meet their targets.

Q. How do we accelerate the need for rapid technological growth?

A. There needs to be a paradigm shift in the curriculum. In addition, a higher functioning level with continued learning.

- Q. What is the role in charter schools in educating students?
- A. There is currently one public school charter, and several private organization charter schools. It was noted that it would be beneficial to have a public/private collaboration in achieving technological efforts. I was also noted that research suggest that charter schools a little more successful, but overall will not change the education system.
- Q. If the K-12 system is not preparing students for the workforce and 75% of students will attend college, what are we going to do to address the other 25%?
- A. It is anticipated vocational education programs come back, however they will be structured differently. In addition, it is anticipated the system will work on creating internships.
- Q. In regard to Economic Development, and the need to respond to business request for qualified and skilled workforce, what can WIB do to help young people stay engaged?
- A. Campaign to set higher standards.
- Q. What kind of outreach is being done with employers and educators?
- A. It was noted that due to lack of staff, time and money this poses a great challenge. However, it is recommended that this be accomplished by building the channel through Chambers, MCEDCO, and the WIB.

Mr. Headding asked that the panel bring recommendations to the next WIB meeting on how the board can engage and work through these issues.

- VIII.** Advocacy Report - Andrea noted that we have received feedback from Dennis Cardoza on support of WIA. Additionally, a letter was received from Barbara Matthews on worker's comp reform. She thanked the members for letters
- IX.** Operational Reports – Youth Opportunity Program – Holly Newlon shared the Summer YOP year book and noted the work done by students. Additionally, she noted the curriculum also included soft skills and proved to be highly successful.
- X.** Action Agenda
- a. LVN Contract - It was M/S/C – Fowler/Fluetsch to approve the LVN program 2003-2004 through 2004-2005. (abstention – Newins)
- XI.** WIB Strategic Goals
- a. Update Progress – The Chair asked that the committee Chairs to briefly report at the next WIB meeting.
- XII.** Information Items
- a. JCG – Out of School Contract – It was noted that staff are working with JCG to provide clarification on the contract. It was also noted that staff are working on obtaining support documents. It was requested that the WIB get a copy of monitoring report at the next meeting.
 - b. October WIB Retreat
 - c. WIB/BOS Joint Meeting
 - d. Rapid Response Application
 - e. WIB Performance Review Priorities
 - f. Monitoring Report, Jan-Jun 2003
 - g. Grant Application – Disability Program Navigator

- h. EDD Fiscal Procurement Final Monitoring Reporting
- i. California Master Plan for Education – Executive Summary
- j. LMI Updates
- k. Fiscal/Participant Reports
- l. Director's Notes
- m. Committee Reports – www.co.merced.ca.us/wi/wib/wib.html (or faxed upon request)

- XIII.** Spotlight on WIB Member - Tom Tsubota was not in attendance.
- XIV.** Director's Comments – Andrea Baker reported the WIA allocation still not approved. The Senate reauthorization postponed. Ms. Baker will provide a side-by-side comparison of the legislation when it becomes available. The economic impact of child care study has been completed and it anticipated there will be a report at next meeting. The RN program won the CSAC Challenge award.
- XV.** Chair Comments – Mr. Heading request that anyone interested in becoming a committee chair contact him by the end of next week. Mr. Heading noted the joint BOS/WIB meeting will be held October 7, 1:30, at the Board of Supervisor chambers and encouraged 100% attendance. Mr. Heading reported the CWA annual meeting went well and noted a special thanks to Andrea Baker for her presentation at the conference.
- XVI.** Other- none
- XVII.** Next Meeting regular scheduled meeting will be held November 13, 2003.
- XVIII.** Adjourn – The meeting was adjourned at 5:00 p.m.

**Workforce Investment Board/Merced
County Board of Supervisor's Joint Meeting
2222 M Street – BOS Chambers
October 7, 2003, 1:30-2:30 p.m.
Meeting Minutes**



Members Present:

Lee Anderson	Andrea Baker	
Nick Benjamin	Bob Bittner	Sharon Cresswell
Kathleen Crookham	Harry Dull	Ben Duran
Peter Fleutsch	John Fowler	Scott Galbraith
Jeremiah Greggains	Brian Griffin	John Heading
Doug Kirkpatrick	Nellie McGarry	Terry Nichols
Rick Osorio	Al Peterson	Carole Roberds
Al Romero	Mike Smith	Mike Sullivan
Steve Tinetti		

Members Absent:

Paul Aderete	Don Bergman	Mike Boardman
Ernie Flores	Carol Greenberg	Robert Harmon
Charlie Lambert	Gisela Malone	Ned Miller
Albert Montejano	Anne Newins	Ana Pagan
Helen Sullivan	Thomas Tsubota	

Others Present:

Elaine Craig	Dave Davis	Eddie Harding
Donna Ornelas	Joanne Presnell	

Andrea Baker, Director of Department of Workforce Investment began the presentation to the Merced County Board of Supervisors (BOS) with opening statements and an introduction of Mr. John Heading, Chair of the Workforce Investment Board (WIB).

- I. WIB Strategic Goals and Accomplishments – The Chair, John Heading addressed the County Board of Supervisors providing information on the history of the Workforce Investment Act and it's purpose. In addition Mr. Heading discussed the creation of the vision statement by the WIB and the composition.

Mr. Heading discussed the creation of the strategic goals and the function of the board as well. During the Power-Point presentation, there were highlights of the WIB's accomplishments, regional strategy and the plan for improvements.

- II. Workforce Programs and Operations – Ms. Baker briefed the BOS on the End-of-Year report and highlighted accomplishments of the programs, including the LVN/RN program, 2003 Challenge Award, Post Academy, Rapid Response and an array of other accomplishments. Ms. Baker discussed how the business services was instrumental in assisting in job placements.

Ms. Baker gave an overview of the participant data and financial reports. She reported on job placement information by sector and wage information.

- III. Partnerships - Ms. Baker discussed the partnerships of the WIB and how they add to the success of the WIB. Lastly, Ms. Baker discussed the most recent retreat of the WIB and the three goals that were formed from the session.

TO: WIB

DATE: 11/13/03

FROM: Program Planning & Development Committee

For Action

For Information

For Discussion

SUBJECT: Self-Sufficiency Wage

PROPOSED MOTION(S): To (1) establish the Self-Sufficiency Wage for Adults at \$11.06 per hour and (2) establish the Self Sufficiency Wage for Dislocated Workers at 85% of the individual's dislocation (layoff) wage but in no event less than the Adult Self -Sufficiency Wage.

DISCUSSION: WIA (at Section 134(d)(3)(A)(ii)) and the regulations (at 20CFR 663.220) stipulate that, in order to receive Intensive or Training Services, employed Adults and Dislocated Workers must have received at least one core service and be determined by a One-Stop operator to be in need of Intensive or Training services to obtain or retain employment that leads to self-sufficiency. The regulations (at 20 CFR 663.230) state that Local Boards must set the criteria for or definition of self-sufficiency. The Board further directed that said wage shall be reassessed at least once per year.

Based upon the methodology¹ previously agreed and the latest wage statistics, the committee proposed an Adult hourly wage derived as follows:

	Current	Proposed
Wage Data:	Q1-2002	Q2-2003
H.S. or less weighted average ² :	\$9.09	\$9.37
Adjustment for Cost of Living ³ :	+14.9%	+14.9%
Adjusted Wage:	\$10.45	\$10.77
Annual Wage Inflation ⁴ :	+3.2%	+2.7%
Final Adjusted Wage:	\$10.62	\$11.06

1- The methodology agreed by the Committee and the WIB states that the Self-Sufficiency Wage shall be the weighted national average at the 25th percentile of wages of adults (aged 25 years and older) who have a high school diploma or less and are in full time employment and that said hourly rate shall be adjusted to take into account the difference between the cost of living in Merced County and the US and further adjusted to consider secular trends in wage inflation for the twelve month period after the wage is set.

2-Current Population Survey - Table 4. Quartiles and selected deciles of usual weekly earning of full-time wage and salary workers by selected characteristics, second quarter 2003 averages, not

seasonally adjusted - The Current Population Survey (CPS) is a monthly survey of households conducted by the Bureau of Census for the Bureau of Labor Statistics. It provides a comprehensive body of data on the labor force, employment, unemployment, and persons not in the labor force.

3-CNN "Best Places to Live" Cost of Living Index for Merced County as of May 2003.

4-Bureau of Labor Statistics, Changes in Wages and Salaries Cost, Second Quarter 2003.

ATTACHMENT(S): N/A

TO: WIB

DATE: 11/13/03

**FROM: WIB Executive Committee
WIB Quality Assurance Committee**

For Action

For Information

For Discussion

SUBJECT: Worknet Certification

PROPOSED MOTION(S): That the WIB concur with the Executive Committee and Quality Assurance Committee to accept the Feedback Report and provide a two year certification to the Merced Worknet Employment Resource Center which has met the Statutory/Compliance and Performance Excellence criteria as established by the WIB.

DISCUSSION: The WIB established a One-stop Certification process for the full service One-Stop in Merced, the Worknet Employment Resource Center. The certification criteria included meeting 100% of the Statutory/Compliance requirements, and a score of 30% or 300 using the Baldrige criteria as customized by the WIB and using the Baldrige scoring bands. The process established is much more stringent than what most WIBs use and is in line with what the State is proposing. According to Lori Strumpf, a Nationally recognized consultant on the WIA, most WIBs use a simple checklist to certify their One-Stops.

The more complex process has required the Worknet Leadership Team to come together more often with longer meetings in order to assess themselves according to the criteria, develop and implement strategies to address the criteria, and write the application. Through this one year process the newly formed Worknet Leadership Team has become a cohesive committed group of One-stop partners dedicated to providing exceptional customer service.

The Merced Worknet ERC met the Statutory requirements at 100%, and the Performance Excellence criteria were met with a 34% or 340. This score is particularly exceptional considering that there are twelve separate entities that have come together as an organization and that this was accomplished in approximately one year. A typical organization in the first year of Continuous Quality Improvement using the Baldrige Criteria would score between 100 and 200. The scores improve with continuous improvement cycles in each of the Category items, which happen over time during the course of several years.

There are several benefits to this process, the most obvious being the certification of Worknet, and beyond that we have WIB members who are now extremely knowledgeable about the Worknet system, and a Worknet Leadership Team who that begun the Continuous Improvement Journey and will use the Feedback Report as a guide to improve the Worknet system.

ATTACHMENT(S): Worknet Employment Resource Center Feedback Report

**THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND
MERCED COUNTY WORKFORCE INVESTMENT AREA**



**WORKFORCE
INVESTMENT BOARD
MERCED COUNTY**

**CERTIFICATION FOR
WORKFORCE SYSTEM CENTERS**

WorkNet
Employment Resource Center
FEEDBACK REPORT
October 2003

Acknowledgements

We would like to thank all of those who participated in the 2003-2005 certification process. These partner organizations and individuals are helping to lead the way to better performance.

We would also like to thank the Merced County Workforce Investment Board members who contributed their time and expertise as WIB Examiners to help improve the quality of our Merced Worknet Employment Resource Center and the workforce system.

FEEDBACK REPORT For MERCED WORKNET EMPLOYMENT RESOURCE CENTER

INTRODUCTION

The WIB Examiners have evaluated your organization's application and have conducted a site visit for certification. The Feedback Report contains background information of the evaluation and scoring process used by, and the findings of, the WIB Examiner Team that reviewed your organization's application. The findings include an Executive Summary of the overall findings, as well as detail by Item of your organization's strengths and opportunities for improvement relative to the Criteria for Performance Excellence and Certification.

APPLICATION REVIEW AND EVALUATION PROCESS

The process used by the WIB Examiners involved three stages. The process began with an independent review (Stage 1). At stage 1, the application was independently evaluated by the Examiners using the scoring system developed for the Malcolm Baldrige Quality Award Program and adopted by the WIB.

The application then went through a consensus review (Stage2). At stage 2, the Examiners who evaluated the application in stage 1 participated as a team to review the application and reach agreement on key findings. This included developing consensus on the key strengths, opportunities for improvement, and score for each Item.

The third stage of the process was the site visit review (Stage 3). During the site visit, the team of Examiners gathered facts to clarify and verify information in the application, and review the extent of deployment and integration of management systems. The site visit team also verified the extent to which management systems throughout the organization have been systematically evaluated and refined.

Upon completion of the site visit and development of the final Feedback Report by the Examiner team, the Feedback report will be submitted to the WIB Quality Assurance Committee and WIB Executive Committee for acceptance with ratification of the full WIB. The Feedback report will then be presented to the Worknet Leadership Team.

KEY THEMES/EXECUTIVE SUMMARY

Merced Worknet Employment Resource Center (ERC) scored between 261.5 and 406.5 based on the WIB Examiner review of the organization's written application and site visit. The mean score is 334. A complete scoring table appears on page's 10-12 of this report. This indicates that the Worknet ERC has made significant progress and is poised for significant improvement.

The most important strengths or outstanding practices aligned to the Certification Criteria are:

There is a strong commitment to Performance Excellence (CQI) by the Worknet Leadership Team and staff and to program excellence.

The organizational structure appears to be adequate and appropriate for the services being provided.

The Worknet Leadership Team partnership has been solidified and strengthened through the Certification process.

The Worknet Leadership Team has come together and is working collaboratively as one-stop partners to deliver a multitude of employment and training services.

There appears to be open and frequent communication between partners and between staff.

There is a strong emphasis on meeting the needs of customers and using their input to improve services.

Resources seem to be adequate to deploy the strategic plan.

Excellent assessment tools are available for employers, clients, and the community.

Quality customer service with the focus on customer choice is a high priority for staff.

There are significant valuable resources and services for the community available at Worknet through the well-integrated One-Stop delivery system for job seekers.

Staff meetings are regularly scheduled and staff provides input for the agenda.

The Worknet staff appears to be highly skilled with job descriptions for each position. There are many opportunities for training available to improve their skill level. The evaluation process is completed in a timely manner and goal setting takes place yearly. There have been no formal grievances in the last year.

The most Significant improvement opportunities based on the Certification Criteria are:

Worknet management and staff were not able to articulate the mission, vision, core values, goals and objectives which demonstrates an approach, but not deployment or integration.

There appears to be a lack of alignment between the organizational vision, mission, goals and outcomes for the organization.

Management and staff do not appear to have knowledge of the strategic plan and what it entails. A system for communicating the strategic plan seems to be lacking.

The Strategic Plan does not appear to have an action plan or a strategy to achieve the plan, nor is to be well connected to the Continuous Quality Improvement Plan.

It does not appear that all constituents were involved in developing the Strategic Plan, (i.e.) line staff.

There doesn't appear to be a linkage between the customer assessment and the strategic plan and objectives.

The current information technology system for reporting and case management does not seem sufficient to meet the needs and does not provide for future growth and development.

Other than the Day Pass information and data, it is not evident that data is used routinely for evaluation, planning, and process or program improvement.

The more advanced CQI tools such as Scatter Graphs and Pareto Diagrams are not used which is consistent with an organization that is in the beginning stages of Continuous Quality Improvement.

There does not appear to be a single point of contact for the Worknet system for employers to fill their personnel needs. Employers call several of the partner agencies to fill open positions, instead of having a single point of contact.

There is not a systematic way in place to develop and maintain relationships with employers to understand their needs, skill sets required, screening and testing process, etc., to ensure that their needs are addressed.

The CQI plan is not well deployed, nor is it linked well to the strategic plan.

Quality Council and CQI teams, while having many past accomplishments for improving services and processes, have not been active for several months. The CQI structure needs to be assessed and re-established.

There is inconsistency in the referral process for clients, and how and when the referral form is used which could create issues with follow through and client tracking.

The Marketing Plan does not have tools to evaluate effectiveness. The business community does not seem to be familiar with all of the Worknet services.

The Workforce Development Professionals Certification has not been fully developed and deployed to verify One-Stop staff competency.

Scoring System

To be granted certification a score of 100% is needed for the Statutory Criteria, and a score of 100% was obtained by Worknet. In addition, a minimum score of 300 or 30 % is required in the area of Performance Excellence using the Baldrige criteria and scoring Bands.

For organizations that are beginning on the Performance Excellence journey a score of 20-30%, using the Baldrige Scoring Bands, indicates that great strides have been taken and systems are in place for growth, learning and improvement.

A scoring range is provided due to the natural variation in scoring accuracy in the examination process. This means that, based on the application submitted and the site visit, the organization's true score is most likely to fall between the high and low score. The range for Worknet was 406.5 and 261.5 with the mean being 334, or 33.4%.

Score	Approach-Deployment
0%	<ul style="list-style-type: none"> • No Systematic approach is evident, information is anecdotal
10% to 20%	<ul style="list-style-type: none"> • The beginning of systematic approach to the basic purposes of the Item is evident. • Major Gaps exist in deployment that would inhibit progress in achieving the basic purpose of the Item. • Early stages of transition from reacting to problems to a general improvement orientation are evident.
30% to 40%	<ul style="list-style-type: none"> • An effective, systematic approach, responsive to the basic purposes of the Item, is evident. • The approach is deployed, although some areas or work units are in early stages of deployment. • The beginning of a systematic approach to evaluation and improvement of basic Item processes is evident.
50% to 60%	<ul style="list-style-type: none"> • An effective, systematic approach, responsive to the overall purposes of the Item and your key business requirements, is evident. • The approach is well deployed, although deployment may vary in some areas or work units. • A fact-based, systematic evaluation and improvement process is in place for improving the efficiency and effectiveness of key processes. • The approach is aligned with your basic organizational needs identified in the other Criteria Categories.
70% to 80%	<ul style="list-style-type: none"> • An effective, systematic approach, responsive to the multiple requirements of the Item and your current and changing business needs, is evident. • The approach is well deployed, with no significant gaps. • A fact-based, systematic evaluation and improvement process and organizational learning/sharing are key management tools; there is clear evidence of refinement and improved integration as a result of organizational-level analysis and sharing. • The approach is well integrated with your organizational needs identified in the other Criteria Categories.
90% to 100%	<ul style="list-style-type: none"> • An effective, systematic approach, fully responsive to all the requirements of the Item and all your current and changing business needs, is evident. • The approach is fully deployed without significant weaknesses or gaps in any areas or work units. • A very strong fact-based, systematic evaluation and improvement process and extensive organizational learning/sharing, are key management tool; strong refinement and integration, backed by excellent organizational-level analysis and sharing, are evident. • The approach is fully integrated with your organizational needs identified in the other Criteria Categories

Score	Results
0%	<ul style="list-style-type: none"> • There are no results or poor results in areas reported.
10% to 20%	<ul style="list-style-type: none"> • There are some improvements and/or early good performance levels in a few areas. • Results are not reported for many to most areas of importance to your organization's key business requirements.
30% to 40%	<ul style="list-style-type: none"> • Improvements and/or good performance levels are reported in many areas of importance to your organization's key business requirements. • Early stages of developing trend and obtaining comparative information are evident. • Results are reported for many to most areas of importance to your organization's key business requirements.
50% to 60%	<ul style="list-style-type: none"> • Improvement trends and/or good performance levels are reported for most areas of importance to your organization's key business requirements. • No pattern of adverse trends and no poor performance levels are evident in areas of importance to your organization's key business requirements. • Some trends and/or current performance levels-evaluated against relevant comparisons and/or benchmarks-show areas of strength and/or good to very good relative performance levels. • Business results address most key customer, market , and process requirements.
70% to 80%	<ul style="list-style-type: none"> • Current performance is good to excellent in areas of importance to your organization's key business requirements. • Most improvement trends and/or current performance levels are sustained. • Many to most trends and/or current performance levels-evaluated against relevant comparisons and/or benchmarks-show areas of leadership and very good relative performance levels. • Business results address most key customer market, process and action plan requirements.
90% to 100%	<ul style="list-style-type: none"> • Current performance is excellent in most areas of importance to your organization's key business requirements. • Excellent improvement trends and/or sustained excellent performance levels are reported in most areas. • Evidence of industry and benchmark leadership is demonstrated in many areas. • Business results fully address key customer, market, process, and action plan requirements.

SCORE SUMMARY WORKSHEET

Summary of Criteria Items	Weighting	Low Percent	High Percent	Low Total	High Total	Mean Total
Category 1 – Leadership						
A. Clear Direction	20	30%	40%	6	8	7
B. Quality One-Stop Staff	20	20%	30%	4	6	5
C. The “Right” Organization & Well Defined Organization	20	30%	50%	6	10	8
D. Customer Focus	25	30%	50%	7.5	12.5	10
E. Focus on Collaboration	25	40%	40%	10	10	10
F. Support for Continuous Quality Improvement	25	10%	20%	2.5	5	3.75
G. Supplier Certification	15	40%	50%	6	7.5	6.75
Category Total	150			42	59	50.5
Category 2 - Strategic Planning						
A. Well-Defined	15	10%	20%	1.5	3	2.25
B. Involvement of All Consituents	15	10%	30%	1.5	4.5	3
C. Customer Focus	15	20%	30%	3	4.5	3.75
D. Define Metrics	15	20%	30%	3	4.5	3.75
E. Implemented (Organizational Behaviors)	15	10%	30%	1.5	4.5	3
F. Consistent With Available Resources	15	30%	50%	4.5	7.5	6
G. Includes Continuous Quality Improvement Plan	10	20%	30%	2	3	2.5
Category Total	100			17	31.5	24.25
Category 3 - Customer & Market Focus						
A. Customer Needs Surveyed	50	30%	50%	15	25	20
B. Customer Satisfaction	50	20%	30%	10	15	12.5
C. Results Linked to Strategic Plan & Continuous Improvement	50	20%	40%	10	20	15
D. Single Point of Contact for Clients & Employers	50	30%	50%	15	25	20
Category Total	200			50	85	67.5
Category 4 – Information & Analysis						
A. Information System Supports Continuous Improvement	25	20%	20%	5	5	5
B. Continuous Improvement Linked to Data Collection	25	20%	30%	5	7.5	6.25
C. How Resource Center Delivers Services	25	50%	50%	12.5	12.5	12.5
D. Strategy for Meeting State and Local MIS Needs	25	40%	50%	10	12.5	11.25
Category Total	100			32.5	37.5	35
Category 5 - Human Resource Focus						
A. Staff is competent	30	30%	50%	9	15	12
B. Continuous Learning	30	20%	40%	6	12	9
C. Team Orientation	30	30%	40%	9	12	10.5
D. Uniform Application of Human Resources Policies	30	30%	40%	9	12	10.5
E. Employee Expectations Well-Defined	30	40%	50%	12	15	13.5
Category Total	150			45	66	55.5

Category 6 - Process Management						
A. Uniform Application of Policies & Procedures	25	40%	50%	10	12.5	11.25
B. Feedback Mechanism	25	30%	40%	7.5	10	8.75
C. Service Recovery	25	40%	60%	10	15	12.5
D. Staff Empowerment	25	30%	40%	7.5	10	8.75
Category Total	100			35	47.5	41.25
Category 7 – Business Results						
A. Customer & Community Awareness	100	20%	40%	20	40	30
B. Demonstrated & Measureable	100	20%	40%	20	40	30
Category Total	200			40	80	60

Grand Totals

261.5 406.5 334

COMPLIANCE CRITERIA FOR COMPREHENSIVE CENTERS

A. Core Services

- Determination of eligibility
- Outreach, intake and orientation
- Initial assessment
- Job search and placement assistance
- Employment statistics information: job listings, skills needed, demand occupations
- Performance information and program cost information on eligible providers
- Information on how the local area is performing on performance measures
- Accurate information on the availability of support services
- Information on filing for unemployment compensation
- Assistance in establishing eligibility for Welfare to Work activities; financial assistance
- Follow-up services for not less than 12 months after the first day of employment (includes job counseling)

B. Intensive Services

- Comprehensive assessment
- Diagnostic testing
- Evaluation of barriers to employment and employment goals
- Development of an individual employment plan
- Counseling
- Career planning
- Case management
- Pre-vocational services

C. Access to all labor exchange services under Wagner-Peyser Act

D. Core services and access to all workforce programs and activities carried out by mandated one-stop partners

E. Additional Criteria for all Comprehensive One-Stop Centers to be certified

- High speed computer access to internet based information
- Access to computers and programs for resumé, application, and cover letter preparation.
- Access to telephones and fax for job search
- Strategies for non traditional hours
- Information desk and resource areas staffed
- Presence of mandated partners
- Case Management System
- MOU's in place
- Information sharing and customer confidentiality
- Description of employer services & plan
- Assessment includes skill, aptitude, interest and needs
- Customer focused referral process

Compliance Criteria Met 100% in All Areas

OVERALL SCORES SUMMARY
Certification for WorkNet Employment Resource Centers

Criteria Description	Required Score for Certification	Met Requirement (Yes/No)
1. Compliance Criteria for Comprehensive Centers	100%	Yes - 100%
2. Baldrige Based Certification Criteria – Quality	30%	Yes - 33.4%
3. Meets Minimum Requirement for Certification?		Yes

COMPLIANCE CRITERIA FOR COMPREHENSIVE CENTERS

I. Comprehensive (Full Service) Centers

Statutory Based Criteria for All Comprehensive, physical one-stop, Worknet Employment Resource Centers to be certified:

- A. Center provides all core services listed in the Workforce Investment Act, as described in Section 134(d)(2) of the Act.
- B. Center provides access to intensive services.
 - 1. Center provides access to training and *serves as* a point of access for Individual Training Accounts (ITA).
- C. Center provides access to all labor exchange services authorized under the Wagner-Peyser Act.
- D. Center provides the core services and access to all of the workforce programs and activities carried out by mandated one-stop partners.
- E. Additional Criteria for all Comprehensive WorkNet Employment Resource Center to be certified, include:
 - 1. Center operator was selected through a competitive procurement process, or designated by the LWIB.
 - 2. High speed computer access to Internet based information system.
 - 3. Access to computers, including printing, access to software programs, which could include word processing, programs for resume development, and job application and cover letter preparation.
 - 4. Access to telephones and fax for job search.
 - 5. Access to up-to-date career and local community resource information.
 - 6. Strategies to meet any demand for “non-traditional” hours of operation for those who cannot attend during the traditional 8 AM - 5 PM hours of operation.
 - 7. Information desk and/or resource areas are staffed.
 - 8. There is a presence of mandated partners on-site.
 - 9. A case management system exists that provides guidance for customers participating in intensive and training services.
 - 10. MOUs or operational agreements are in place between partners for daily operations.
 - 11. Information sharing and customer confidentiality agreements exist.
 - 12. A description of all employer services is included in the business or strategic plan, including strategies for making the information available to employers.
 - 13. A customer assessment process exists, including skill, aptitude, interest, and needs assessment.
 - 14. Meets of the Baldrige Based Criteria with a score of 30% or higher for the Quality Criteria and 100% of the Compliance Criteria.
 - 15. Has an established referral process that is customer focused.

COMPLIANCE CRITERIA FOR COMPREHENSIVE CENTERS

I. Comprehensive Centers

Statutory Based Criteria For the Comprehensive, Physical One-Stop, WorkNet Employment Resource Center To Be Certified.

Strengths:

1A	Core Service Program appears to very comprehensive
1A	The strong computer lab containing information regarding local, regional and national labor market information exists
1A	Comprehensive marketing programs and process of implementation
1A	Counseling by partners
1A	The compliance criteria supports all core services listed in the Workforce Investment Act, as described in Section 134(d)(2) of the Act. This is accomplished through an eligibility determination of clients, orientations are provided and staff utilizes a triage approach to perform an initial assessment of their customers
1A	The Department of Workforce Investment has a follow-up unit that case manages an individual from the point of entering employment through the exit process
1A	Information such as customer activity, types of services used, customer satisfaction, and outcomes are tracked
1B	Worknet ERC provides access to intensive and training services
1B	Individual Employment Plan development is available
1B	Individual Training Accounts are accessible
1B	Customers can research the Eligible Training Provider List on computer
1B	Customers can use the DOL profile for job requirements to choose trainings
1B	The center provides access to intensive services supported through staff-assisted activities such as counseling and evaluation to determine whether the customer is in need of intensive services
1B	The gateway used for training services is a receipt of at least one intensive service
1C	EDD representative is available to provide Wagner-Peyser services
1C	The labor exchange services authorized under the Wagner-Peyser Act are supported and accessible at the Worknet ERC
1D	Worknet ERC provides all 15 core services
1D	The core services and access to all workforce programs and activities carried out by mandated One-Stop partners are supported by access to all Workforce Investment programs at the center or referral to partner programs in the system
1E	Additional criteria for all comprehensive One-Stop Centers to be certified includes access to computers especially equipped for individuals with special needs, such as physical/visual, is available at the Worknet ERC
1E	There is a fax machine and phones available for customer's use as well as a photocopier that the customer may use for self-service or staff assisted service
1E	There is linkage to job search hotlines, which is available on the computers as well as written materials in book, brochure and flyer format

2003 Certification Criteria

1E	The Worknet Leadership Team (WLT) developed and approved an orientation for partners covering policies and procedures for daily operations
1E	Computer, High-Speed (T-1) Internet and software access available
1E	Customer assessment of skill aptitude and needs is available
1E	Career and local community resource information is available
1E	Non-traditional hours are maintained to improve access
1E	Information and help desks are staffed
1E	Mandated partners are on site (i.e. EDD, Job Corps), with referral system
1E	MOU's are in place for partners, including confidentiality agreements
1E	A strategy for improving employer services is in place

Opportunities for Improvement:

1A	Outreach could be strengthened with more partner participation in consolidated approach
1A	Use of private placement companies may provide benefits
1D	"The Applicant" addresses the core services and access to programs along with the activities mandated by the One-Stop partners; it is unclear how each partner accounts for these services and activities
1D	It is not clear how many core services are provided by operator vs. partners
1E	Implement the strategy and achieve the goals of the Business Services group
1E	The business plan may lack adequate goal orientation to achieve expected outcomes
1E	It is not clear if the business plan has been embraced by the Workforce Investment Board.

2003 Certification Criteria

I. Leadership (150 points)

The *Leadership* Category examines how your organization's senior leaders address values, directions, and performance expectations, as well as a focus on customers and other stakeholders, empowerment, innovation, and learning. Also examined is how your organization addresses its responsibilities to the public and supports its key communities.

1.a. (20) Clear direction (consistent) (mission)

There exists a clear, well articulated Mission Statement for the organization

1.b. (20) Quality One-Stop Staff (continuous learning)

A formal education/employee development plan exists

If certification is required for certain employee groups, those certifications exist and are current

1.c. (20) The "right" organization and a well defined organization

There is an organizational chart

The organizational structure is appropriate for the organization

All leadership positions are filled

1.d. (25) Customer focus

There is an understanding/definition of the customer(s)

A customer service training program exists

1.e. (25) Focus on collaboration

All of the mandatory partners participate in the One-Stop on a regular basis

The rate of cross-referral among the partners is satisfactory relative to benchmark organizations

The degree of information sharing among One-Stop partners is adequate

1.f. (25) Support for continuous quality improvement

A well defined CQI plan and program exists

Staff are trained in the principles of CQI

There is a commitment of employee time to the CQI process

1.g. (15) Supplier certification

Key performance factors are used in the evaluation of suppliers and partners

BALDRIGE BASED CERTIFICATION CRITERIA

I. Leadership

Strengths:

I.A.	The organization state on their Worknet ERC correspondence the Worknet mission and vision statements
I.A.	There is a focused Worknet Leadership Team (WLT)
I.A.	There are mission and vision statements, shared with staff and partners
I.A.	Information of Worknet Leadership Training (WLT) meetings and work sessions have produced a mission statement and a vision statement. This is effective and uses a systematic approach to Worknet customers and Worknet activities
I.A.	There is a process for an annual Leadership Team retreat to re-evaluate mission
I.B.	There is a designed plan in place to ensure all staff assigned to the Worknet ERC will become certified as an Employment & Training Workforce Development Professional by using the model of the National Association of Workforce Development Professionals (NAWDP) Twelve competencies must be completed before certification
I.B.	Cross training and training plans will provide a versatile and strong staff
I.B.	Partner staff orientation documents understanding expectations and activities
I.B.	Quarterly quality review work meetings will be held to ensure that both the WLT and staff are able to effectively communicate customer needs, staff and management expectations, access “best practices” and make recommendations for changes where appropriate
I.C.	All three Leadership positions at the Workforce ERC are filled and consist of a Program Manager and two Employment and Training Supervisors
I.C.	A Memorandum of Understanding (MOU) exist between the Workforce Investment Board (WIB) and all the mandatory partners and volunteer agencies
I.C.	Very clear organizational chart
I.C.	MOUs exist with partners regarding staffing, hours and participation
I.C.	A core services matrix has been developed identifying all the core services provided by the One-Stop partners
I.D.	High level of expectation for customer service
I.D.	Training available to staff and partners (Paul Clayton)
I.D.	A definition/understanding of who is the ERC “Customer” exists
I.E.	Each partner has signed MOU, which provides specific information on how the partner will operate at the Worknet ERC
I.E.	Partners maintained their commitment to participate in regularly scheduled WLT meetings and work sessions
I.E.	Meeting regularly to discuss issues and share information
I.E.	Honesty about funding problems with partners
I.E.	Partners participation at the Worknet ERC on a regular basis is positive in light of present budget situations
I.E.	There is a strong emphasis on collaboration within the organization

2003 Certification Criteria

I.E.	WLT will ensure that the referral process is customer focused and will provide Worknet customers with the best possible seamless service
I.F.	Issues defined by surveys completed, focused on customer service and satisfaction data collection, improving technology for customers and staff, staff training, standardizing department program forms and work processes, communication throughout the organization and policies and procedures
I.F.	This focus aided in the development of their Strategic Goals to improve and enhance customer service and programs
I.F.	Baldrige criteria are used to benchmark improvement
I.F.	CAPE examiners and team and work group facilitators are trained
I.F.	Work teams assist in the WLT to develop and achieve strategic goals and programs
I.F.	The department embraced the concepts of CQI and have used the Baldrige criteria to develop quality based programs
I.F.	CQI/TQI, using the Baldrige criteria, established in the Department of WI in 1998
I.G.	The Department of WI must meet or exceed the state established performance measures in order to remain the One-Stop operator and administrative entity, this is done consistently
I.G.	Each partner has specific or unique criteria for their particular industry
I.G.	Worknet ERC and partner staff will become certified in NAWDP criteria
I.G.	The Eligible Training Providers List (ETPL) lists state-approved providers

Opportunities for Improvement:

I.A.	“The Applicant” addresses the leadership of clear direction for the organization’s mission and vision, it is unclear how the organization measures the understanding of their mission and vision by their staff and partners
I.A.	It doesn’t appear that the mission and vision is articulated to the business community
I.A.	It is not clear if there is an action plan to address deficiencies
I.B.	It does not appear there is a system to check certifications
I.B.	Plan does not provide data when staff training is expected to start and how/when certification goals will be met
I.B.	New staff members should be required to complete Worknet cross informing/cross training form within first month on site. It is not clear as to whether or not this form is now in use
I.C.	It is difficult to tell if the structure is appropriate for the services provided
I.C.	It is not clear how long present organization structure has been in place.
I.C.	Work toward achieving a better financial participation from all the One-Stop partners
I.D.	The “applicant” addresses the customer focus plan for staff; it is unclear how all partners will be held accountable to maintain the same level of customer service.
I.D.	It is not clear if there are specific dates and plans for ongoing staff training
I.D.	It is not clear how feedback from customer satisfaction surveys has changed the customer focus of the organization

2003 Certification Criteria

I.D.	It is not clear when or how staff will become certified using the National Association of Workforce Development Professionals twelve competencies
I.E.	Applicant does not mention cross referral rate, hard to judge effectiveness and if it is measured.
I.E.	It is not clear if complete implementation of referral process has occurred
I.E.	It is not clear if the MOU's evaluations determine if partners are adhering to the agreements
I.F.	"The Applicant" addressed the development for the support for continuous quality improvement; it is not clear, how the organization plans to get to the next level of improvement and by what period, along with holding all partners accountable
I.F.	There is no information to indicate whether or not ongoing results of CQI teams have resulted in operational improvement
I.F.	The linkage between CQI team activity and overall improvement and outcomes is not clear
I.G.	It is not clear if there is a process to establish criteria to determine those performance factors for each of the partners that are critical to the operation of the ERC and a methodology to monitor their improvement

II. Strategic Planning (100 points)

The *Strategic Planning* Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and how progress is measured.

Issues to Address in your Challenger Application:

2.a. (15) Well defined

There exists a well defined strategic plan with measurable objectives

2.b. (15) Involvement of all constituents

Stakeholders possess a knowledge of the elements of the strategic plan

There is documented evidence that all levels of the organization and all stakeholders participated in the development of the strategic plan

2.c. (15) Customer focus (needs - now and in the future)

A formal customer needs assessment has been performed

The results of the needs assessment are addressed in the strategic plan

2.d. (15) Define metrics (are they measured)

Outcomes and a method to measure them are identified in the plan

Milestones exist for achievement of outcomes

2.e. (15) Implemented (organizational behavior)

There is evidence that the strategic plan is being implemented in the organization

2.f. (10) Consistent with available resources

The organization has sufficient resources to implement the plan

2.g. (15) Includes continuous quality improvement plan

The strategic plan includes an emphasis on CQI

BALDRIGE BASED CERTIFICATION CRITERIA

II.Strategic Planning

Strengths:

II.A.	Strategic goals from 2002 WLT meetings are specific and clear in their objectives
II.A.	Timelines for meeting objectives are specific except where WIB needs to select industries to target
II.A.	Youth Employability Card (YEC) program established in local schools
II.A.	Collaboration between service providers has been set up
II.B.	Role clarification of the One-Stop Operator and partners have been discussed and defined
II.B.	A matrix of services was developed and provides a strong visual aid of services provided by Worknet partners at the Worknet ERC
II.B.	The partners participated in the work session where the mission, and vision, core values, strategic goals and objectives were developed
II.B.	There was involvement of all partners. Work performed assesses standards for certification, action plan development and matrix of Worknet. Partner's services were identified.
II.C.	The Day Pass provides the customer an opportunity to comment on services, make recommendations for additional services. WLT is working on another means to obtain customer opinions using a customer "Comment Card"
II.C.	Business retention surveys being utilized to learn from employers
II.C.	WLT is working on another means to obtain customer opinions using a customer "Comment Card"
II.D.	The measurement to be utilized will be a comparison of yearly data and a percentage ranking
II.D.	Each strategic goal has an objective and timeline or is ongoing
II.D.	An action plan will be developed by WLT and identify milestones
II.E.	Cross training of partners, cross referral process and operational agreement are a few areas which have been implemented
II.E.	The WLT is committed to continuously reviewing and assessing the plan and its progress
II.E.	Strategic plan fully supported by WLT
II.E.	Timelines dictate review of goals and objectives
II.E.	Mission and vision statements were developed through a collaborative effort of the One-Stop partners
II.F.	Implementation of the strategic plan does not require specific funding or additional resources
II.F.	Partners will be responsible for providing essential data
II.F.	Minimal costs with marketing the Youth Employability Card
II.G.	CQI is emphasized in the strategic plan and has stated will be able to determine plans effectiveness each year
II.G.	Goal four of strategic plan is saturate quality standards into the culture
II.G.	Worknet is seeking certification from the WIB

2003 Certification Criteria

II.G.	Feedback from certification process will be used to improve operations
II.G.	By comparing year-to-year data, the WLT is able to determine the effectiveness of the plan and make adjustments as needed

Opportunities for Improvement:

II.A.	It is not clear if there is ongoing evaluation and an action plan for goal achievement and objective achievement
II.A.	There was not significant involvement in all levels of the Workforce Investment Board, the One-Stop operator and the staff in the development of the plan
II.A.	Promote YEC program to business community to garner increased employer participation
II.C.	“The Applicant” addresses a formal customer needs assessment has been performed with regards to customer focus while customers are present, it is unclear, how customer satisfaction information is gathered by customers after they have used the Worknet services
II.C.	“The Applicant” addresses that employer retention is important, it is unclear, when consensus and further development will be deployed to enhance employer customer focus.
II.C.	Unclear whether there is a “formal” NA on customers addressed in SP
II.C.	It doesn’t appear that employer needs have been defined
II.D.	“The Applicant” addresses the defined metrics for the Strategic Planning, it is unclear, what action plan and milestones will be used to measure achievement
II.D.	There is no indication that the strategic plan is routinely assessed and that strict outcome measures have been defined as indicators of success
II.E.	Strategic plan is in process but it is not clear which parts have been implemented, which are still in progress, and how well it is deployed throughout the organization
II.E.	There isn’t significant evidence to the application that the strategic plan has been deployed significantly throughout the organization
II.E.	It is not clear if there is involvement of business community and feedback from them
II.F.	Given budget issues, there is concern that there will not be a focus on the implementation of strategic plan
II.F.	The application does not provide sufficient information to indicate that the resources available allow for appropriate implementation of the strategic plan organization-wide
II.G.	It is not clear if principles of CQ I have been deployed throughout the strategic plan and that processes are in place organizationally to use principles of CQI to achieve the plan

2003 Certification Criteria

III. Customer and Market Focus (200 points)

The *Customer and Market Focus* Category examines how your organization determines requirements, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, and retention; and, to business expansion

3.a. (50) Customer needs surveyed

There is evidence that customer needs have been surveyed/identified

3.b. (50) Customer satisfaction

Customer satisfaction is satisfactory relative to benchmark organizations

Customer satisfaction demonstrates improvement over time

Internal organizational goals are established and achieved

3.c. (50) Results linked to strategic plan and continuous improvement

Customer Satisfaction surveys result in actions taken through strategic planning

3.d. (50) Single point of contact for clients and employers

There is evidence that all core services from all partners are available at the One-Stop

BALDRIGE BASED CERTIFICATION CRITERIA

III. Customer and Market Focus

Strengths:

III.A.	Surveys at beginning, middle and end of services appears thorough
III.A.	Worknet monitors Individual Employment Plans (IEP)
III.A.	Comment card in progress
III.A.	Data on customer feedback is being collected and shows steady improvement in meeting customer needs
III.A.	The analysis of the business customer is a strong method of addressing customer needs and requirements
III.A.	Usage of customer service/satisfaction day pass provides feedback to identify needs and customer satisfaction of users
III.A.	Analysis of employment barriers by staff helps in determining needs of clients and customer requirements
III.A.	Informal collection of client needs are gathered via meetings of ERC staff, workgroup/teams, and management as well as informal correspondence via e-mail, memos, intra and internet
III.B.	A two-point customer survey satisfaction strategy was used to elicit input from customers and assess their level of satisfaction. The survey included an initial services contact survey (Worknet Day Pass) and a core services survey
III.B.	The customer satisfaction surveys are reviewed along with the results in order to ensure the information captured continues to high levels of reliability and validity
III.B.	Have started a customer satisfaction comparison with other county One-Stops
III.B.	Customers encouraged to complete surveys
III.B.	Customer Surveys have been developed and put in place. The data being entered into web-based database is an example of how information can be kept and used.
III.B.	Development and improvements in surveys reflects an effort has been made to collect data and use it appropriately
III.B.	Customer satisfaction of “job seekers” consistently rated very high (i.e. 9’s & 10’s on a scale of 1-10, with 1 being very dissatisfied and 10 being very satisfied)
III.B.	Adjustments are made to the survey instrument and process to capture the most accurate information on customer needs and satisfaction
III.C.	The Worknet Day Pass data system services as a problematic diagnostic tool which provides WLT members and staff with valuable information needed to make decisions regarding customer service and program changes
III.C.	Part of the strategic planning process, the WLT will formally evaluate the customer satisfaction survey on an annual basis, and implement improvements in order to keep the system current with customer needs and direction
III.C.	Extended hours of operation as a result of feedback
III.C.	Customers with special needs accommodated
III.C.	Customer Comment Card system in progress

2003 Certification Criteria

III.C.	Data from surveys is being reviewed, analyzed and used to bring about positive change as described. A total of eight improvements from this effort are discussed.
III.D.	Partners work together and refer clients to different service partners within Worknet
III.D.	The matrix was used to develop a Worknet Resource Guide so customers and staff have information and access to Core A services
III.D.	No wrong door, single point of contact philosophy implemented
III.D.	Business Services Unit in place
III.D.	MOU signed by Partners provides a way to ensure Core A or Universal Services are performed

Opportunities for Improvement:

III.A.	It is not clear what level of input and feedback is received from private sector
III.B.	It is not clear if there is a process to compare data with other Workforce Development agencies
III.C.	It does not appear that the surveys are linked to the strategic plan.
III.C.	There does not appear to be a direct linkage in the development of the strategic plan based upon customer satisfaction results

2003 Certification Criteria

IV. Information and Analysis (100)

The *Information and Analysis* Category examines your organization's information management and performance measurement systems; and, how your organization analyzes performance data and information

4.a. (25) Information system supports continuous improvement

Existing systems adequately collect data

4.b. (25) Continuous improvement linked to data collection

The collected data is linked to CQI efforts

4.c. (25) Resource Center offers: information in multiple mediums; self-service; Internet access, trained staff, etc.

The above exists and is readily available to clients

4.d. (25) Strategy for meeting state and local MIS needs (management reporting)

BALDRIGE BASED CERTIFICATION CRITERIA

IV. Information and Analysis

Strengths:

IV.A.	The information is submitted to the responsible system analyst who aggregates and analyses the data using a customized database
IV.A.	The Day Pass surveys process collects information on Core Services used and customer satisfaction
IV.A.	As required in the WIA, Eligible Training Provider List (ETPL) performance results are available in the Worknet ERC for customers and stakeholders to review
IV.A.	Forms collect data on intensive and training services
IV.B.	Day Pass system and case management system have been developed to gather information to track and improve daily operations
IV.B.	Data will be used by WLT for action plan
IV.B.	Data systems will be evaluated annually by WLT for planning and improvements
IV.B.	The Day Pass system appears to be Worknet link to CI
IV.B.	As new systems develop and are deployed they will be evaluated
IV.B.	The collected data is linked to CQI efforts
IV.C.	Multi-medium accessibility via telephone, internet (24/7/365), email as well as personal site visit to ERC or affiliates is readily available to job seekers and providers
IV.C.	Services not readily available at the ERC can be obtained via a cross referral form or a telephone
IV.C.	Employers can obtain information at their place of business from a Worknet business services representative
IV.C.	Merced County resource guide has been developed to identify the services provided and the agencies that provide them
IV.C.	Worknet provides labor market information, wage data, unemployment rates & other economic development information on the community at large
IV.C.	Affiliate Worknet ERC sites are established to provide convenient access to services for customer living in outlying areas of Merced County
IV.C.	Performance data for suppliers (ETPL) available
IV.D.	Department of WI monitored yearly for compliance (State of California)
IV.D.	Performance findings indicate compliance with performance standards
IV.D.	Partner MOU's monitored to ensure compliance
IV.D.	Performance standards and budget status are submitted on a quarterly and annual basis as required
IV.D.	Fiscal/MIS provide monthly performance and fiscal data reports to Dept of WI leaders, in turn provide applicable data and information to the WIB and WLT
IV.D.	Audit results indicate compliance

Opportunities for Improvement:

IV.A.	It appears, that while information may be collected, improvement with electronic systems could be helpful
IV.A.	It is not clear how the applicant uses data collection in multiple areas of the operation for improving daily operations and organizational performance
IV.B.	It is not clear if the applicant has developed an action plan
IV.C.	It is not clear how will these mediums work for the business and youth

2003 Certification Criteria

V. Human Resource Management (150 points)

The *Human Resource Focus* Category examines how your organization motivates and enables employees to develop and utilize their full potential in alignment with your organization's overall objectives and action plans. Also, examined are the organization's efforts to build and maintain a work environment and an employee support climate conducive to performance excellence, and to personal and organizational growth.

Issues to Address in your Challenger Award Application:

5.a. (30) Staff is competent

- Job descriptions exist for all positions
- Employees are evaluated against the requirements of the job descriptions
- Employee evaluations demonstrate that employees are competent and meeting job requirements

5.b. (30) Continuous learning

- Employees have an individual development plan that has been implemented
- There is an organization-wide employee development plan that has been implemented
- There is a vehicle for making employees aware of available training

5.c. (30) Team orientation

- There are regular meetings to disseminate information and discuss important business issues
- There are multidisciplinary cross-functional teams to work on performance improvement initiatives

5.d. (30) Uniform application of human resources policies

- Results of employee satisfaction surveys demonstrate uniform application of policies
- A formal grievance process exists
- Grievances are not excessive given the size of the organization

5.e. (30) Employee expectations well defined

- Policies and procedures are disseminated throughout the organization
- All new employees get an orientation to the organization

BALDRIGE BASED CERTIFICATION CRITERIA

V. Human Resource Management

Strengths:

V.A.	Each partner has its own contractually driven employee evaluation and they are completed on a regular basis
V.A.	Deficiencies or opportunities for professional growth are addressed through training, coaching and/or monitoring
V.A.	Job descriptions exist for all positions
V.A.	Twelve workforce development competencies – good for establishing one standard
V.A.	Partners certify staff as competent and meeting job descriptions
V.B.	Partners will notify their staff of various training dates, locations, topics and available methods to received training
V.B.	The WLT has established a committee to develop the scope and sequence of training, which will be made available to staff to meet the twelve competencies
V.B.	The WLT anticipates that the EDP will be finalized and implemented by fall 2003
V.B.	The WLT has adopted the twelve workforce development competency areas from information based upon the National Association of Workforce Development Professionals
V.B.	High expectations and organizational dedication to employee training
V.B.	Annual review of ITP by supervisor
V.B.	All staff members will have an individual Employee Development Plan (EDP)
V.B.	All staff members will be certified in twelve competencies (NAWDP model)
V.B.	Individual Training Plans will be established based on NAWDP model
V.C.	Worknet partners and staff are invited and encouraged to participate on the teams
V.C.	WLT has been meeting regularly for one and a half years
V.C.	Participation in cross functional teams can be linked to ITPs
V.C.	Dept of WI has established five teams to address Worknet ERC performance improvement
V.C.	Teams meet at the discretion of the facilitator and team members
V.D.	Completed surveys will be available to the WLT for review
V.D.	Copies of each partners agency’s grievance policy may be obtained by contacting the Human Resource (HR) representative for each agency
V.D.	Formal grievance processes exist for each of the partner agencies
V.D.	Partners and staff asked to evaluate fairness in application of policies
V.D.	Uniform process for all partners – monitored by partner
V.D.	Annual formal surveys, available to WLT
V.D.	No excessive grievances
V.E.	All new staff are provided an orientation to the Worknet ERC and Worknet system

2003 Certification Criteria

V.E.	The twelve Workforce Development Competency areas are introduced during the orientation process
V.E.	When appropriate, specific competencies, such as the history and structure of the workforce development system are addressed during the orientation process
V.E.	Policies and procedures have been developed and are made part of the orientation process

Opportunities for Improvement:

V.A.	No reference to review by WLT of staff competence
V.A.	It is not clear how Worknet deals with staff that aren't competent when evaluation is done by employer only
V.A.	Appliant does not appear to have an action plan requiring staff involvement in and certification by the NAWDP for completion of the twelve workforce development competencies
V.B.	There is not indication that the continuous learning program has been implemented nor has feedback with regard to outcomes been integrated into the strategic plan
V.B.	Not clear if employee development plan is fully implemented or not. Narrative indicates it is in progress and will be finalized for implementation by fall
V.B.	It is not clear if there is an action plan to complete EDPs and ITPs and put in place the action plan(s) to achieve the successful completions of the plans, with realistic timetable to achieve completion
V.C.	Cross-functional teams are not meeting to address customer satisfaction, customer service, business services, marketing and safety
V.C.	The level of commitment and participation in cross functional teams is not clear
V.C.	It is not clear how effective "meetings" are from an attendance and team orientation perspective
V.C.	There is no indication that a regular schedule of meetings has been established nor have outcomes, based upon performance improvement opportunity initiatives been identified and integrated into the strategic plan
V.C.	It is not clear if criteria have been established to determine importance of specific partners involvement in specific teams as well as voluntary versus mandatory attendance at biweekly meetings
V.E.	"The applicant" addresses the employee expectation by using an orientation process, it is unclear, how information is validated and captured and stored for future reference

VI. Process Management (100)

The *Process Management* Category examines the key aspects of your organization's process management, including customer-focused design, product/service delivery, key business, and support processes

6.a. (25) Uniform application of policies and procedures

Policies and procedures are disseminated throughout the organization

All new employees get an orientation to the organization

6.b. (25) Feedback mechanism

An adequate feedback mechanism exists

6.c. (25) Service recovery

There is a formal policy/mechanism for complaint management

Examination of a sample of complaints indicates that the policy is being implemented

6.d. (25) Staff-empowerment

Decisions can be made at various levels within the organization

There is an organizational assessment to determine if the degree of empowerment is appropriate/working

BALDRIGE BASED CERTIFICATION CRITERIA

VI. Process Management

Strengths:

VI.A.	Process in place for new employees via the New Employee Orientation (NEO) to acquaint them with the policies and procedures, the operational procedures, the Worknet cross training/cross informing plan, and to provide them with a schedule of competency training dates
VI.A.	New employee staff tour of the ERC conducted by a manager and attendance to a 4-hour Worknet overview orientation is required
VI.A.	ERC supervisor is charged with assuring that new employee has completed all items on the NEO checklist and the P&P checklist within their first month
VI.B.	The feedback report from this application and subsequent assessment by the Quality Assurance Team (QAT) will provide opportunities for CQI
VI.B.	Feedback mechanism areas to be reviewed are impacts to customer products, services and satisfaction, impact to front line staff training, instruments and other preparation needed for implementation, costs associated with improvements
VI.B.	Also reviewed are impacts to organizational performance and alignment with vision, mission and values of the organization
VI.B.	Already established way to prioritize feedback – Five ranked areas
VI.B.	Workgroups will be formed to address issues
VI.B.	Several factors determine whether to form a workgroup (impacts, etc)
VI.C.	There appears to be a well-defined mechanism for handling customer complaints and dealing with grievances against the organization
VI.C.	Grievance policy available in multiple locations
VI.C.	Emphasis placed on informally resolving all complaints
VI.C.	Detailed system in place to resolve formal complaints
VI.C.	First time visitors receive grievance/complaint policy
VI.C.	Partners must not discriminate or face non-referrals
VI.C.	Annual report summarizes complaints, strategies for improvement
VI.D.	The WLT continues to work towards increasing empowerment and fostering an environment for innovation
VI.D.	The primary strategy to accomplish this environment is through the implementation and evaluation of performance excellence strategies
VI.D.	Front line empowerment – decentralize daily decision making to front line/process owners
VI.D.	Cross functionality promotes teamwork and brings about innovation
VI.D.	Using Baldrige, One-Stop certification, CQI principles evidence that staff are or will be encouraged towards empowerment

Opportunities for Improvement:

VI.A.	Has an annual re-orientation been considered
VI.B.	It is unclear what feedback occurs/is documented via the WLT
VI.B.	There does not appear to be any mention of the feedback mechanism to provide adequate feedback on results of operations as noted in the application
VI.C.	It is not clear if applicant uses results from complaints and grievances to improve work processes or operational processes
VI.D.	It is not clear if the applicant has a process to evaluate the effectiveness and to continue fostering empowerment within Worknet.

2003 Certification Criteria

VII. Business Results (200 points)

The *Business Results* Category examines your organization's performance and improvement in key business areas – customer satisfaction, product and service performance, financial and marketplace performance, human resource results, and operational performance. Also examined are performance levels relative to those of your competitors.

Editor's Note: Please focus your responses to the following questions by citing specific Results you have achieved. Charts and graphs are encouraged to summarize your Results. Avoid anecdotal responses that cannot be validated by numerical data.

Issues to Address in your Challenger Award Application:

7.a. (100) Customer and community awareness

- There is an awareness of One-Stop based on random survey of community
- There is an organizational effort to raise awareness
- Resources are devoted to marketing/PR
- Marketing/PR addresses both supply and demand
- Marketing plan exists and results are evaluated against plan

7.b. (100) Demonstrated and measurable

- Financial performance
 - A budget exists and performance suggests that the organization is operating within budget and significant variances have been adequately explained
 - Costs are benchmarked (and compare favorably) against other workforce investment areas
- Operational performance
 - Objectives in the strategic plan are achieved
 - Customer Satisfaction
 - See "Customer and Market Focus"

BALDRIGE BASED CERTIFICATION CRITERIA

VII. Business Results

Strengths:

VII.A.	The Action Business Center (ABC) conducted a retention survey with local businesses, and a second phase of this survey is in progress. Electronic marketing surveys were used to measure awareness
VII.A.	Worknet signage is visible in Merced and Los Banos, along with community job fairs, community events, presentations to service organizations and Workforce Academies and roundtables
VII.A.	Billboards, radio, newspapers, television, internet, direct mailings, mailings through inserts are just a few mediums used to create community awareness about the Worknet ERC
VII.A.	Customized marketing is done for potential customers identified as job seekers, employers and youth
VII.A.	Marketing efforts to raise awareness are being accomplished as reflected in this application. The Youth Employability Card is an excellent example
VII.A.	ERISS Corporation survey showed awareness
VII.A.	Staff aware of marketing efforts
VII.A.	Day pass system measures customer awareness sources
VII.A.	Marketing plan exists
VII.A.	Merced Adult School and EDD orientations, high school field trips promote Worknet
VII.B.	The Department of WI undergoes state audits and monitoring, and is required to produce a fiscal procurement report to validate appropriate operations and variances
VII.B.	Working on developing benchmarks with Stanislaus and Kern Counties
VII.B.	Strategic goals based on WIB strategic plan
VII.B.	Budget exists, costs within budget; no variances
VII.B.	Operational performance is showing objectives of strategic plan are being addressed. This effort needs to continue as actual goals have been established which need to be carried out to completion
VII.B.	Worknet Day Pass as developed and used is an excellent tool for measuring customer satisfaction. Ratings are consistently at 9 or higher
VII.B.	Costs compare favorable with other similar SDA's (i.e. Kern & Stanislaus counties)

Opportunities for Improvement:

VII.A.	"The applicant" addresses the customer and community awareness; it is unclear how the marketing plan evaluates the results
VII.A.	The applicant address the formation of employers oriented business services unit; it is unclear whether a marketing plan for it has been developed
VII.A.	It is not clear if there are any feedback mechanism to evaluate the length and content of employer surveys

2003 Certification Criteria

VII.A.	Several business leaders have reflected that there does not appear to be a significant awareness of Worknet activities in the community
VII.B.	“The applicant” addresses the financial performance regarding the budget, it is unclear how costs are benchmarked and what strategy is used to measure operational performance for Worknet ERC.
VII.B.	Should benchmark performance against other workforce investment areas
VII.B.	Opportunities need to be continually discussed and explored for business results improvement as this is what quality improvement is all about.
VII.B.	Implement the action plan for the achievement of the five goals delineated by the WLT
VII.B.	Set up monitoring mechanism to determine the level of business involvement

TO: Workforce Investment Board

DATE: 11/13/03

**FROM: WIB Executive Committee
Quality Assurance Committee**

For Action

For Information

For Discussion

SUBJECT: New Out-of-School Contract, Merced County Office of Education

PROPOSED MOTION(S): Ratify the Out-of-School contract as negotiated by the Youth Council Contract Working Group and approved by the Executive Committee and forward to Board of Supervisors for approval.

DISCUSSION: On September 19, 2003, Jobs for California Graduates (JCG) terminated its contract to serve WIA out-of-school youth. On September 29, 2003, the WIB Executive Committee recommended convening a meeting of the JCG contract partners to choose a lead agency for a possible new contract. On October 7 the process was completed with MCOE being unanimously chosen. Additionally, the BOS acted on October 7, approving the use of Non-competitive (Sole Source) procurement to solicit a contractor for the Out-of-School program.

On October 8 the Youth Council granted authority to its Contract Working Group to negotiate a new contract with MCOE. On October 27, 2003, that contract was accepted by the Executive and Quality Assurance Committees.

The MCOE contract is an entirely new program, not a continuation of the JCG program. The emphasis will be on individual case management with the majority of the budget dedicated to direct participant services. Initial efforts are concentrating on locating existing participants, evaluating individual needs, and re-establishing services. New enrollments are planned to begin in February 2004. The program will restore services to approximately 267 enrolled and 25 follow-up participants. The contract will run from September 22, 2003 through June 30, 2004 at a cost not to exceed \$849,869 of which \$603,623 is for program costs.

The contract also includes the payment of subcontractors for services provided but not yet paid by the County during the JCG contract periods (\$246,246).

ATTACHMENT(S): N/A

TO: Workforce Investment Board

DATE: 11/13/03

FROM: WIB Staff

For Action

For Information

For Discussion

SUBJECT: Amendments to Memorandums of Understanding between Merced County Workforce Investment Board and Partners of Worknet

PROPOSED MOTION(S): Ratify the Amendments to the MOUs between the WIB and the One-Stop Partners and forward to Board of Supervisors for approval.

DISCUSSION: Section 121 of the Workforce Investment Act requires that MOUs be developed between the Merced County Workforce Investment Board and the Partners of the Worknet system. The law further requires that all Partners contribute their “fair share” to the cost of operating the One-Stops. For most Partners, that cost has been shared through in-kind contributions. In the original cost sharing / allocations, the Partners were given credit for the time their employees were physically located at the One-Stop. They were also credited for any equipment or supplies they contributed.

A recent monitoring finding by the State of California Employment Development Department (EDD) concerning cost sharing/allocations has resulted in a corrective action plan which delineates each Worknet Partner’s annual costs to the One-Stop. It also resulted in the Partners’ in-kind contributions being re-calculated. EDD and the Department of Labor define *in-kind* as services and resources which support the infrastructure and core services offered at the One-Stop. If a Partner is located at the One-Stop and is performing services which benefit only their organization, it is no longer considered an in-kind contribution. The amendments incorporate this definition.

The following Partner MOUs are amended: (1) Action Business Center, (2) CA State Department of Rehabilitation, (3) Central Valley Opportunity Center, (4) Experience Works, (5) Human Services Agency, (6) Merced Adult School, (7) Merced County Office of Education, (8) Merced County Housing Authority, (9) Merced County Department of Workforce Investment, (10) Merced County Community Action Agency, (11) Merced College, (12) Employment Development Department.

All Partners in-kind contributions exceed the calculated fair share costs of operating the One-Stop.

ATTACHMENT(S): Amendments to MOUs

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: Action Business Center
AMENDMENT NUMBER: 1
MOU AGREEMENT NUMBER: 2001210**

THIS AMENDMENT to the Memorandum of Understanding between Action Business Center and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on September 18, 2001, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect: VII. Cost Sharing / Allocation: ABC agrees to share the costs associated with providing shared services at the One-Stop Center; ABC's partner cost of \$796.28 annually. Until further negotiations, ABC will share the costs through in-kind contributions as follows:

1 staff at Merced, 4 hours per week, of which 30% of time will be spent in the delivery of core services to One-Stop customers.	\$1,371
1 staff at Los Banos, 6 hours per week, 2 times per month, of which 30% of time will be spent in the delivery of core services to One-Stop customers.	<u>\$1,028</u>
Total	\$2,399

Except as herein modified, all terms and conditions is said MOU (#2001210) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Action Business Center

_____ Date _____
John F. Fowler, Director, Dept of Business-Economic Opportunities,
Action Business Center

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

PARTNER AGENCY: Experience Works, California Area 4
AMENDMENT NUMBER: 1
MOU AGREEMENT NUMBER: 200284

THIS AMENDMENT to the Memorandum of Understanding between Experience Works and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on August 13, 2002, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect:
VII. Cost Sharing / Allocation: Experience Works agrees to share the costs associated with providing shared services at the One-Stop Center; Experience Works partner cost of \$3,981.39 annually. Until further negotiations, Experience Works will share the costs through in-kind contributions as follows:

1 staff, 20 hrs per wk, of which 70% of the time will be spent in the delivery of core services to One-Stop customers.	\$4,914
Total	\$4,914

Except as herein modified, all terms and conditions is said MOU (#200284) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Experience Works

_____ Date _____
Barbara Brown, Experience Works

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: Human Services Agency
AMENDMENT NUMBER: 1
MOU AGREEMENT NUMBER: 200040**

THIS AMENDMENT to the Memorandum of Understanding between Human Services Agency and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on February 15, 2000, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Change all references to Private Industry Training Department (PITD) to Department of Workforce Investment (WI).

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect: VII. Cost Sharing / Allocation: Human Services Agency agrees to share the costs associated with providing shared services at the One-Stop Center; Human Services Agency partner cost of \$1,592.56 annually. Until further negotiations, Human Services Agency will share the costs through in-kind contributions as follows:

1 Older Worker, Senior Community Employment Program Reports to Senior Community Employment Program Worker. 100% of duties include delivery of core services to One-Stop customers \$6.75 per hr x 20 hrs per wk x 52 weeks.	\$7,020
Total	\$7,020

Attachment C: Resource Sharing Agreement, IV. Add, Human Services Agency will provide an Older Worker from the Senior Community Employment Program to the One-Stop, 20 hrs per week (5 days x 4 hrs per day). Said representative will provide core services as needed to One-Stop customers.

Except as herein modified, all terms and conditions is said MOU (#200040) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Human Services Agency

_____ Date _____
Ana Pagan, Director, Human Services Agency

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: Merced Adult School
AMENDMENT NUMBER: 2
MOU AGREEMENT NUMBER: 200036**

THIS AMENDMENT to the Memorandum of Understanding between Merced Adult School and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on February 15, 2000, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect: VII. Cost Sharing / Allocation: Merced Adult School agrees to share the costs associated with providing shared services at the One-Stop Center; Merced Adult School partner cost of \$1,592.56 annually. Until further negotiations, Merced Adult School will share the costs through in-kind contributions as follows:

2 staff, a minimum of 4 hours per week each of which 100% of time will be spent in the delivery of core services to One-Stop customers.	\$6,392
Total	\$6,392

Except as herein modified, all terms and conditions is said MOU (#200036) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Merced Adult School

_____ Date _____
Carole Roberds, Principal, Merced Adult school

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: California State Department of Rehabilitation
AMENDMENT NUMBER: 2
MOU AGREEMENT NUMBER: 2001103**

THIS AMENDMENT to the Memorandum of Understanding between CA State Department of Rehabilitation and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on May 15, 2001, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 8, I. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect: I. Cost Sharing / Allocation: CA State Department of Rehabilitation agrees to share the costs associated with providing shared services at the One-Stop Center; CA State Department of Rehabilitation partner cost of \$1,592.56 annually. Until further negotiations, CA State Department of Rehabilitation will share the costs through in-kind contributions as follows:

1 staff , a minimum of 8 hrs per wk, of which 10% of the time will be spent in the delivery of core services to One-Stop customers.	\$2,000
Total	\$2,000

Except as herein modified, all terms and conditions is said MOU (#2001103) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: CA State Department of Rehabilitation

_____ Date _____
Terry Nichols, Rehabilitation Supervisor, CA State Department of Rehabilitation

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: Merced County Department of Workforce Investment
AMENDMENT NUMBER: 2
MOU AGREEMENT NUMBER: 200039**

THIS AMENDMENT to the Memorandum of Understanding between Merced County Department of Workforce Investment and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on February 15, 2000, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Change all references to Private Industry Training Department to Department of Workforce Investment.

Except as herein modified, all terms and conditions is said MOU (#200039) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Merced County Department of Workforce Investment

_____ Date _____
Andrea T. Baker, Director, Merced County Department of Workforce Investment

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: Employment Development Department
AMENDMENT NUMBER: 2
MOU AGREEMENT NUMBER: 2000155**

THIS AMENDMENT to the Memorandum of Understanding between Employment Development Department and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on July 11, 2000, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect:
VII. Cost Sharing / Allocation: Employment Development Department agrees to share the costs associated with providing shared services at the One-Stop Center; Employment Development Department partner cost of \$7962.78 annually. Until further negotiations, Employment Development Department will share the costs through in-kind contributions as follows:

EDD will share the costs monetarily per Contract # 200088 between Merced Job Services Employment Development Department and Merced County Department of Workforce Investment, sublease of office space, \$17,027 per year.

Except as herein modified, all terms and conditions is said MOU (#2000155) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Employment Development Department (EDD)

_____ Date _____
Rosemary Mendoza, Division Chief, Employment Development Department

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

PARTNER AGENCY: Merced County Housing Authority
AMENDMENT NUMBER: 2
MOU AGREEMENT NUMBER: 200061

THIS AMENDMENT to the Memorandum of Understanding between Merced County Housing Authority and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on March 14, 2000, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect: VII. Cost Sharing / Allocation: Merced County Housing Authority agrees to share the costs associated with providing shared services at the One-Stop Center; Merced County Housing Authority partner cost of \$796.28 annually. Until further negotiations, Merced County Housing Authority will share the costs through in-kind contributions as follows:

1 staff, a minimum of 1 hour per week, of which 75% of the time will be spent in the delivery of core services to One-Stop customers.	\$1,170
Total	\$1,170

Except as herein modified, all terms and conditions is said MOU (#200061) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Merced County Housing Authority

_____ Date _____
Nicolas Benjamin, Executive Director, Merced County Housing Authority

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: Merced County Office of Education
AMENDMENT NUMBER: 2
MOU AGREEMENT NUMBER: 200035**

THIS AMENDMENT to the Memorandum of Understanding between Merced County Office of Education and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on February 15, 2000, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect:
VII. Cost Sharing / Allocation: Merced County Office of Education agrees to share the costs associated with providing shared services at the One-Stop Center; Merced County Office of Education partner cost of \$796.28 annually. Until further negotiations, Merced County Office of Education will share the costs through in-kind contributions as follows:

1 staff, a minimum of 4 hours per week, of which 80% of the time will be spent in the delivery of core services to One-Stop customers. Duties also include career exploration workshops as scheduled.	\$5,426
Total	\$5,426

Except as herein modified, all terms and conditions is said MOU (#200035) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Merced County Office of Education

_____ Date _____
Lee Andersen, Superintendent, Merced County Office of Education

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: Central Valley Opportunity Center
AMENDMENT NUMBER: 3
MOU AGREEMENT NUMBER: 200037**

THIS AMENDMENT to the Memorandum of Understanding between Central Valley Opportunity Center (CVOC) and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on March 14, 2000, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect: VII. Cost Sharing / Allocation: Central Valley Opportunity Center agrees to share the costs associated with providing shared services at the One-Stop Center; Central Valley Opportunity Center partner cost of \$3,185 annually. Until further negotiations, CVOC will share the costs through in-kind contributions as follows:

1 staff, a minimum of 16 hours per week, of which 33% of the time will be spent in the delivery of core services to One-Stop customers.	\$3,432
Total	\$3,432

Except as herein modified, all terms and conditions is said MOU (#200037) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Central Valley Opportunity Center

_____ Date _____
Ernie Flores, Executive Director, Central Valley Opportunity Center

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

**AMENDMENT TO MEMORANDUM OF UNDERSTANDING
BETWEEN THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND MANDATED ONE-STOP PARTNERS
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

**PARTNER AGENCY: Merced College
AMENDMENT NUMBER: 3
MOU AGREEMENT NUMBER: 200041**

THIS AMENDMENT to the Memorandum of Understanding between Merced College and the Workforce Investment Board is executed this _____ day of _____, 2003.

WHEREAS, the parties entered into an agreement for said services on February 15, 2000, a copy of which is attached as "Exhibit A," and

WHEREAS, the parties mutually desire to continue with said agreement as modified hereinafter. It is agreed as follows:

Page 11, VII. Cost Sharing / Allocation: Delete present verbiage. Amend to reflect:
VII. Cost Sharing / Allocation: Merced College agrees to share the costs associated with providing shared services at the One-Stop Center; Merced College partner cost of \$1,592.56 annually. Until further negotiations, Merced College will share the costs through in-kind contributions as follows:

Certificated Staff

1 Director, Employee-focused Training, \$85,562 per yr x 4 hrs month. Conducts Financial Aid Workshops offered to all One-Stop customers.	\$1,975
--	---------

Classified Staff

1 VSSS Student Services Coordinator, \$56,049 per yr x 2.8 hrs month. Available at One-Stop 3.5 hrs per month. Approximately 80% of the time is spent delivering core services to One-Stop customers.	\$905
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Total	\$2,880
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Except as herein modified, all terms and conditions is said MOU (#200041) as heretofore approved, remain unchanged and in full force.

AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the partner they represent to the terms of this MOU, and do so commit by signing.

Merced County Workforce Investment Board

_____ Date _____
John Heading, Chair, Merced County Workforce Investment Board

Merced County Board of Supervisors

_____ Date _____
Kathleen Crookham, Chair, Merced County Board of Supervisors

One-Stop Partner: Merced College

_____ Date _____
Benjamin Duran, Superintendent/President, Merced College

APPROVED AS TO LEGALITY AND FORM
RUBEN CASTILLO, COUNTY COUNSEL

By _____ Date _____
Deputy

TO: Workforce Investment Board

DATE: 11/13/03

FROM: WIB Staff

For Action

For Information

For Discussion

SUBJECT: JCG Closeout

PROPOSED MOTION(S): Information Only

DISCUSSION: On September 19, 2003, Jobs for California Graduates (JCG) terminated its contract with Merced County. Prior to termination of the contract, the Merced County Auditor/Controller's Office had requested additional fiscal documentation from JCG regarding amounts billed to Merced County for reimbursement of payments to subcontractors, and Merced County Department of Workforce Investment had made several requests for copies of the FY 2001/02 Single Audit, which was due March 31, 2003.

As required by WIA regulations, an Incident Report was sent to the California Employment Development Department and the Department of Labor regarding the above. Information for this report was coordinated with County Counsel and the Auditor/Controller's Office. The incident report included the fact that JCG had not obtained a Federal Single Audit for fiscal year 2001-02, as required by federal law, and the information received by the Auditor/Controller's Office that JCG had billed Merced County for reimbursement of costs that they had not paid.

Prior to termination of the JCG contract, Merced County had paid JCG for invoices through June 30, 2003 in the FY 2002/03 contract, except for a supplementary invoice received the end of August and later rescinded by JCG. Payment was also made for staff salaries and benefits for July and August in the FY2003/04 contract. On November 3, 2003, three invoices were received from Irene Ayers on behalf of JCG for a total of \$59,378.78. Included in these invoices is a supplemental invoice for expenses in FY 2002/03, as well as invoices for services during July, August and September, which are in addition to invoices previously received and paid for July and August. Ms. Ayers indicated that these invoices did not include a final closeout invoice for the contract. Staff will be reviewing these invoices and the attached backup, and will be working with the Auditor/Controller Office to determine amounts allowable for payment under the contract.

Funds owed to subcontractors for services provided under the contract with JCG, which had not been previously paid to JCG by the County, are included in the new contract for Out-of-School Youth with Merced County Office of Education (MCOE). During the interim period while the MCOE contract is being processed, Merced County Department of Workforce Investment has been making payments to participants for work experience and supportive services.

Department staff is also in the process of completing a Fact-Finding and Resolution Report requested by EDD as follow-up to the Incident Report.

ATTACHMENT(S): N/A

TO: WIB

DATE: 11/13/03

FROM: WIB Staff

For Action

For Information

For Discussion

SUBJECT: Small Planet Foods Ceasing Operations

PROPOSED MOTION(S): Information Only

DISCUSSION: The Department of Workforce Investment received a letter on October 2, 2003, from Small Planet Foods, a subsidiary of General Mills, Inc., which stated that it is ceasing operations at 901 Packers Street, Atwater, CA. The action is expected to be permanent and to result in the closure of the entire facility. The employment loss related to the closure is expected to begin on December 1, 2003 and to be completed by August 2004. Total employees impacted will be 440.

ATTACHMENT(S): N/A

TO: WIB

DATE: 11/13/03

FROM: WIB Executive Committee

For Action

For Information

For Discussion

SUBJECT: 2003-2004WIB Goals

PROPOSED MOTION(S): N/A

DISCUSSION: New goals were established by the WIB at their Strategic Planning Retreat on October 2, 2003. The Executive Committee assigned the goals to the WIB Committees for further development and implementation. Listed are the committees and assigned goals.

Program Planning and Development Committee

Goal 1: Train and attract adaptable workers to fill industry needs.

- Focus initially on a single industry; do a pilot project which will focus on understanding and addressing its needs.
- Develop a focus group for that industry to identify needs.
- Formulate a plan to address the needs of that single industry.
- Implement the plan.

Youth Council, Program Planning and Development, and Quality Assurance

Goal 2: Influence the K-12 education system to design and implement strategies that provide students knowledge of employee skills and attitudes and develop metrics to assure success.

How?	influence K-12 education system...
What?	to design & implement strategies that...
To Whom?	provide students...
Providing What?	knowledge of employee skills & attitudes
How Measure Progress?	develop metrics to score success.

Executive Committee

Goal 3: Become an active advocacy voice and take political action on workforce development issues at the local, state and national levels.

- Create the story with a talking piece, an agenda platform of the issues.
- Develop a tiered strategy for public awareness for students and parents, business, and local and state elected officials.
- Public awareness and engagement.

ATTACHMENT(S): 10/02/03 Strategic Planning Session Notes

WIB Strategic Planning Session Notes October 2, 2003

WIB Accomplishments

Focus of the Board

- **Strategic Issues focus is working; last meeting was excellent**

Worknet improvements

- Worknet ERC One-Stop Certification process developed and implemented
- Served more Worknet customers than last year
- Worknet Leadership Team partnership for Worknet oversight

Sectoral Work – Health Care

- Expanded RN and LVN Programs

Youth

- Partnership between education and business with the Youth Employability Card
- Able to recruit and serve the desired number Out-of-School youth

Reflecting on context for our work

- Concern about vulnerable population
- More of a focus on high-risk youth is needed
- High-risk youth are not thinking about their future and careers
- Affordable/livable housing is still an issue
- Large minorities, working poor who are disenchanting and alienated from the power structure
- Chasm in the ability of the system to prepare job seekers for career ladders
- System does prepare for entry-level jobs
- Need to understand the issues and needs of the top 100 employers and identify where they have difficulty in filling positions, identify job openings
- Should promote entrepreneurship, micro-enterprise, and business creation
- MCOE's collaboration with Foster Farms, with School-to-Career
- Desire to understand the Unemployment Rate in Merced, to determine the cause and solution

Issues we need to face/forces we need to understand

- **High Unemployment Rate**
- Where are the jobs?
- Entrepreneurship/Economic Development
- **At risk youth**
- Complacency/lack of urgency (collectively)
- Skills training for current jobs
- Understanding the labor force

What other successful WIBs are doing

- **Catalyst, convener, researcher**
- Connect Workforce Development and Economic Development
- Build coalitions and partnerships
- **Tackle major community issues**
- **Broader focus on One-Stops than mandatory partners**
- Community audits conducted
- State of the Workforce Report
- Focus on Industry clusters
- Workforce information and community strategic planning bring people and knowledge together

Common Themes of Successful WIBs

- **Initiator of innovation**
- Broad community issues
- **Information Brokers**
- Neutral convener, coalition builder
- Very high quality staff
- Very clear focus
- Strong WIB members

Outcome Expectations- where do we want to see change, what is the impact

- Decrease the High School Drop-Out Rate
- Decrease in the Teen Pregnancy Rate
- More people employed
- Lower Unemployment Rate

- **Every student graduates with a career plan**
- Fill skilled workforce needs of current employers with local job seekers
- Improve economic per capita output rates
- Better paying jobs/people making more money
- Decreased poverty
- Attitude change about work and choices
- Ability to adapt

Goals: Broad Focus

- **Target Industries**
- Partnership with Economic Development
- Education
- Advocacy

Goals for 2003-2004 to be assigned to WIB Committees and/or workgroups to develop objectives and action plan.

Goal 1: Train and attract adaptable workers to fill industry needs.

- **Focus initially on a single industry; do a pilot project which will focus on understanding and addressing its needs.**
- **Develop a focus group for that industry to identify needs.**
- **Formulate a plan to address the needs of that single industry.**
- **Implement the plan.**

Goal 2: Influence the K-12 education system to design and implement strategies that provide students knowledge of employee skills and attitudes and develop metrics to assure success.

How?

Influence K-12 education system...

What?

... to design & implement strategies that...

To Whom?

... provide students...

Providing What?

... knowledge of employee skills & attitudes

Skills:

- Plan-every student has a plan

- Read-every student can read to level “plan” requires
- Math-every student can read to level “plan” requires
- Think-K-12 teaches student to “think”

Attitudes:

- Confidence in self-teach self-sufficiency
- Save-plan for future adversity and changes in plans
- Invest in self-continue to learn and improve self & skill set
- John Fowler – tomorrows jobs do not exist – so teach attitudes, ability to adopt.
- Mike Sullivan – wants a tighter focus, single industry as focus of program.

How Measure Progress?

... develop metrics to score success.

- Does every student has an achievable, realistic plan.
- Are we filling the needs of Merced County Employers?
- Have we decreased the teen pregnancy rate?
- Have instilled an attitude and skill set that makes students employable?

Goal 3: Become an active advocacy voice and take political action on workforce development issues at the local, state and national levels.

- **Create the story with a talking piece, an agenda platform of the issues.**
- **Develop a tiered strategy for public awareness for students and parents, business, and local and state elected officials.**
- **Public awareness and engagement.**

TO: Workforce Investment Board

DATE: 11/13/03

FROM: WIB Staff

For Action

For Information

Discussion

SUBJECT: Fiscal Report

PROPOSED MOTION(S): Information Only

DISCUSSION: Attached is the Fiscal Report through September 30, 2003. Staff will be present at your meeting to answer questions.

ATTACHMENT(S): Fiscal Report for FY 2003/04 through September

**MERCED COUNTY DEPARTMENT OF WORKFORCE INVESTMENT
FISCAL REPORT FOR FINANCE COMMITTEE**

For Fiscal Year 2003/04

July 1, 2003 - June 30, 2004

Through 9/30/03

Target 27.00%

		BUDGET					ACTUAL			OBLIGATIONS	AVAILABLE
		Planned for New Funds Based on Plan Mod 7/1/03 to 6/30/04		Carryover Funds From 02/03	** Budget Adjustments	Budget for Available Funds	Accrued Expenditures FY to Date	Percent Expended to Date	Total Committed Funds	Available after Obligations	
ADULT		Core A	\$ 395,760	\$ 148,748	\$ 153,016	\$ 697,524	\$ 186,881	\$ 510,643	26.79%	\$510,643	\$ -
03/04 Allocation	\$ 1,712,311	Core B	\$ 322,884	\$ 120,142	\$ 49,268	\$ 492,294	\$ 178,543	\$ 313,751	36.27%	\$313,751	\$ -
02/03 Carryover	\$ 635,662	Intensive	\$ 163,297	\$ 62,931	\$ (85,828)	\$ 140,400	\$ 47,185	\$ 93,215	33.61%	\$93,215	\$ -
		Training	\$ 659,139	\$ 240,285		\$ 899,424	\$ 119,319	\$ 780,105	13.27%	\$780,105	\$ -
		Admin	\$ 171,231	\$ 63,556	\$ (116,456)	\$ 118,331	\$ 26,987	\$ 91,344	22.81%	\$91,344	\$ -
		Other				\$ -				\$0	\$ -
		Total	\$ 1,712,311	\$ 635,662	\$ -	\$ 2,347,973	\$ 558,915	\$1,789,058	23.80%	\$1,789,058	\$0
DISPLACED WORKER		Core A	\$ 416,806	\$ 42,927		\$ 459,733	\$ 126,933	\$ 332,800	27.61%	\$332,800	\$ -
03/04 Allocation	\$ 1,653,263	Core B	\$ 443,981	\$ 45,993		\$ 489,974	\$ 142,594	\$ 347,380	29.10%	\$347,380	\$ -
02/03 Carryover	\$ 170,344	Intensive	\$ 252,582	\$ 26,063		\$ 278,645	\$ 69,369	\$ 209,276	24.90%	\$209,276	\$ -
		Training	\$ 374,568	\$ 38,327		\$ 412,895	\$ 91,071	\$ 321,824	22.06%	\$321,824	\$ -
		Admin	\$ 165,326	\$ 17,034		\$ 182,360	\$ 27,946	\$ 154,414	15.32%	\$154,414	\$ -
		Total	\$ 1,653,263	\$ 170,344	\$ -	\$ 1,823,607	\$ 457,913	\$ 1,365,694	25.11%	\$1,365,694	\$0
YOUTH		* In School	\$ 1,271,075	\$ 219,165		\$ 1,490,240	\$ 579,918	\$ 910,322	38.91%	\$777,885	\$ 132,437
03/04 Allocation	\$ 2,017,580	* Out of School	\$ 544,747	\$ 511,383	\$ 60,414	\$ 1,116,544	\$ 462,921	\$ 653,623	41.46%	\$653,623	\$ -
02/03 Carryover	\$ 811,720	Admin	\$ 201,758	\$ 81,172	\$ (60,414)	\$ 222,516	\$ 34,483	\$ 188,033	15.50%	\$171,019	\$ 17,014
		Total	\$ 2,017,580	\$ 811,720	\$ -	\$ 2,829,300	\$ 1,077,322	\$ 1,751,978	38.08%	\$1,602,527	\$149,451
RAPID RESPONSE											
03/04 Allocation	\$ 175,000		\$ 175,000			\$ 175,000	\$ 44,793	\$ 130,207	25.60%	\$130,207	\$ -
02/03 Supplemental	\$ 100,000		\$ 100,000			\$ 100,000	\$ 65,371	\$ (65,371)	65.37%	\$34,629	\$ -
			\$ 275,000	\$ -	\$ -	\$ 275,000	\$ 110,164	\$ 64,836	40.06%	\$164,836	\$0
All Programs	\$ 7,275,880		\$ 5,658,154	\$ 1,617,726	\$ -	\$ 7,275,880	\$ 2,204,314	\$4,971,566	30.30%	\$4,922,115	\$149,451

BUDGET:

Includes all funds available for fiscal year based on Plan submitted to EDD

* In School and Out of School Plan Mods were based on 30/70 split, prior to actual contracts being set for FY 2003/04. Costs include contracts and Department of WI costs.

** Budget Adjustments are based on participants' current usage of the One Stop. There has been an increased demand for Core A & B services.

OBLIGATIONS:

Includes funds obligated in contracts and ITA's

Includes funds committed for One Stop Operations and Administration

AVAILABLE:

Balance after expenditures and obligations



A Merced County Labor Market Review

The QuickLook: Welcome to the Merced County labor market summary. The QuickLook has been developed by the Department of Workforce Investment staff for the Merced County Local Workforce Investment Board. The data and information is provided by the California Employment Development Department. Questions can be referred to the Department of Workforce Investment, 1880 W. Wardrobe Ave., Merced, CA 95340. Telephone (209) 724-2042. Email: pitd26@co.merced.ca.us

Merced County

Data Not Adjusted for Seasonality

	Aug 02	Jun 03	Jul 03 Revised	Aug 03 Prelim.		
Civilian Labor Force (1)	90,400	95,900	94,600	92,700		
Civilian Employment	80,700	82,100	81,500	82,100	Employed Increase (Decrease) From Previous Month	Percent Increase (Decrease) Previous Month
Civilian Unemployment	9,700	13,800	13,000	10,600		
Merced County Civilian Unemployment Rate	10.7%	14.4%	13.8%	11.5%		
(CA Unemployment Rate)	6.6%	6.8%	7.0%	6.1%		
(U.S. Unemployment Rate)	5.7%	6.5%	6.3%	6.0%		
Total, All Industries (2)	69,400	70,700	69,600	70,200	600	0.9%
Total Farm	13,100	12,600	13,400	13,600	200	1.5%
Total Nonfarm	56,300	58,100	56,200	56,600	400	0.7%
Total Private	43,300	44,100	44,300	44,400	100	0.2%
Goods Producing	14,500	14,100	14,500	14,800	300	2.1%
Natural Resources, Mining and Construction	2,400	2,700	2,700	2,600	(100)	(3.7%)
Manufacturing	12,100	11,400	11,800	12,200	400	3.4%
Durable Goods	1,900	2,100	2,000	2,000	0	0.0%
Nondurable Goods	10,200	9,300	9,800	10,200	400	4.1%
Food Man & Beverage & Tobacco	8,200	7,400	7,900	8,300	400	5.1%
Residual-Textile Mills	2,000	1,900	1,900	1,900	0	0.0%
Service Providing	41,800	44,000	41,700	41,800	100	0.2%
Trade, Transportation and Utilities	11,200	12,300	12,200	12,100	(100)	(0.8%)
Wholesale Trade	1,500	1,800	1,900	1,800	(100)	(5.3%)
Retail Trade	7,300	7,800	7,700	7,700	0	0.0%
Food and Beverage Stores	1,800	2,000	2,000	2,000	0	0.0%
General Merchandise Stores	1,500	1,600	1,600	1,600	0	0.0%
Residual-Miscellaneous Store Retailers	4,000	4,200	4,200	4,100	(100)	(2.4%)
Transportation, Warehousing and Utilities	2,400	2,700	2,600	2,600	0	0.0%
Information	500	500	500	500	0	0.0%
Financial Activities	1,700	1,900	1,900	1,900	0	0.0%
Finance and Insurance	1,000	1,100	1,100	1,100	0	0.0%
Real Estate and Rental and Leasing	700	800	800	800	0	0.0%
Professional and Business Services	3,500	3,700	3,600	3,500	(100)	(2.8%)
Educational and Health Services	5,400	5,300	5,300	5,300	0	0.0%
Leisure and Hospitality	4,700	4,500	4,500	4,500	0	0.0%
Food Services and Drinking Places	3,900	3,700	3,700	3,700	0	0.0%
Residual-Arts, Entertainment, and Recreation	800	800	800	800	0	0.0%
Other Services	1,800	1,800	1,800	1,800	0	0.0%
Government	13,000	14,000	11,900	12,200	300	2.5%
Federal Government	900	1,000	1,000	1,000	0	0.0%
State and Local Government	12,100	13,000	10,900	11,200	300	2.8%
State Government	600	600	600	600	0	0.0%
Local Government	11,500	12,400	10,300	10,600	300	2.9%

The QuickLook: The County continues with one of the highest unemployment rates in the State, ranking 52rd out of 58 counties. The preliminary August result is a decrease of 2.3 percentage points in the unemployment rate from the revised July rate. This preliminary figure is 0.8 percentage point higher than one year ago.

Overall, the County saw an increase of 600 jobs in August following a 1,100 jobs loss in July. The increase was a result of Goods Producing industries with 300 jobs created, Service Providing industries creating 100 new jobs, and Farm creating 300 jobs.

Merced County Current Labor Force and Industry Employment

The QuickLook At: California's seasonally adjusted unemployment rate was 6.6 percent in August. This was down 0.1 percentage point from the rate in July and from the rate one year ago. In comparison, the U.S. unemployment rate was 6.1 percent in August. This was down 0.1 percentage point from July, but up 0.3 percentage point from one year ago.

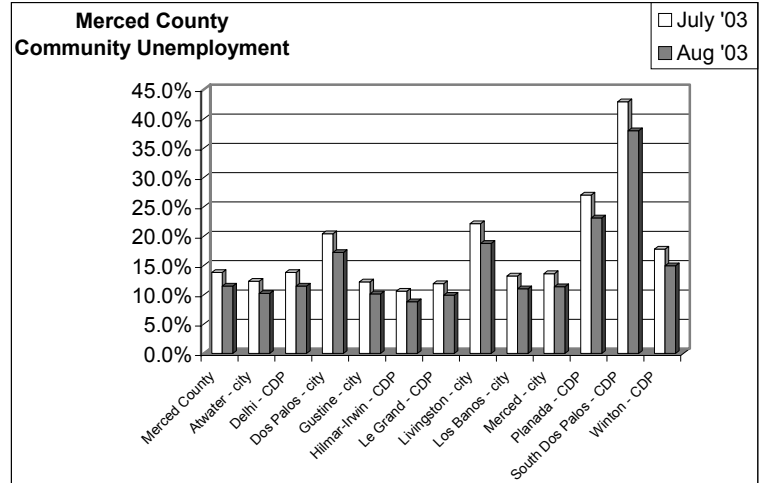
There were 14,441,600 jobs in total nonfarm industries (seasonally adjusted) in August, a decrease of 1,900 jobs from July. This followed a 10,000-job loss in July and a 6,400-job gain in June. In the first eight months of 2003, California's total nonfarm employment fell 23,300 jobs, for an average monthly decrease of 2,900 jobs. This compares to an average month-over increase of 600 jobs in 2002 and an average month-over decline of 21,200 jobs per month in 2001.

The actual California nonfarm job count (not seasonally adjusted) increased 4,000 jobs in August. Within nonfarm industries, eight sectors had month-over job gains and three sectors had month-over job declines. The sectors that recorded increases were: construction (9,900); manufacturing (8,800); professional and business services (7,700); leisure and hospitality (4,000); trade, transportation and utilities (4,000); financial activities (500); natural resources and mining (400); and, educational and health services (200). Job losses were recorded in government (26,200), information (4,300), and other services (1,000).

Average hourly earnings for California production workers in manufacturing were \$15.04 in August. Average weekly earnings were \$597.09, an increase of \$5.56 from July. Average weekly hours increased 0.5 of an hour to 39.7 hours, and average weekly overtime hours was 4.0, increasing 0.2 of an hour from the prior month. (Data are not seasonally adjusted.)

The QuickLook At: Sub County average unemployment rates for the county, cities and municipalities saw an overall 2.3 percent decrease this month. All communities noted a decrease in unemployment, led by South Dos Palos with a 4.9 percent decrease. Planada was close behind with a 3.9 percent decrease.

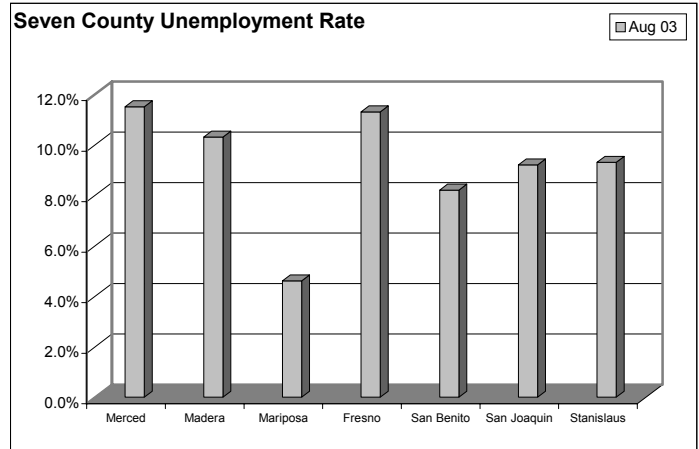
Area Name	Unemployment			
	Labor Force	Employment	Number	Rate
Merced County	92,700	82,100	10,600	11.5%
Atwater - city	10,930	9,810	1,120	10.2%
Delhi - CDP	1,690	1,500	190	11.5%
Dos Palos - city	2,090	1,730	360	17.2%
Gustine - city	2,060	1,850	210	10.2%
Hilmar-Irwin - CDP	1,920	1,750	170	8.8%
Le Grand - CDP	560	500	60	9.9%
Livingston - city	4,260	3,460	800	18.8%
Los Banos - city	7,900	7,030	870	11.0%
Merced - city	28,170	24,970	3,200	11.4%
Planada - CDP	1,850	1,420	430	23.1%
South Dos Palos - CDP	550	340	210	38.0%
Winton - CDP	3,670	3,120	550	14.9%



The QuickLook At The Seven Counties: Merced County's workforce has grown over the past 20 years reflecting improvement of the County's economic well being; however, unemployment remains a consistent barrier to greater prosperity. Average Unemployment has fluctuated from a yearly low of 11.1 percent in 1988 to a yearly high of 17.1 percent in 1995. Between the years 1983 to 2002 Merced County's average unemployment was 14.3 percent.

The county's unemployment rate is the seventh highest in the state. Merced County saw the greatest decrease at 2.3 percent. All seven counties' unemployment rate decreased in month-over average unemployment (Merced, Mariposa, Fresno, Madera, San Benito, Stanislaus, and San Joaquin). Mariposa County's 0.2 percent decrease lowered its rate to below the state's unemployment (6.6%) for the fourth time this year.

COUNTY	RANK	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	RATE
MERCED	52	92,700	82,100	10,600	11.5%
MADERA	48	59,600	53,400	6,100	10.3%
MARIPOSA	11	8,250	7,880	380	4.6%
FRESNO	50	416,00	369,100	46,900	11.3%
SAN BENITO	44	28,710	26,360	2,360	8.2%
SAN JOAQUIN	45	282,000	256,100	25,900	9.2%
STANISLAUS	46	227,100	205,900	21,200	9.3%





A Merced County Labor Market Review

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Merced County

Data Not Adjusted for Seasonality

	Sep 02	Jul 03	Aug 03 Revised	Sep 03 Prelim.		
Civilian Labor Force (1)	90,000	94,600	93,900	92,200		
Civilian Employment	81,000	81,500	83,200	83,000	Employed Increase (Decrease) From Previous Month	Percent Increase (Decrease) Previous Month
Civilian Unemployment	9,000	13,000	10,700	9,200		
Merced County Civilian Unemployment Rate	10.0%	13.8%	11.4%	10.0%		
(CA Unemployment Rate)	6.5%	7.0%	6.6%	6.1%		
(U.S. Unemployment Rate)	5.4%	6.3%	6.0%	5.8%		
Total, All Industries (2)	70,600	69,600	71,000	71,700	700	1.0%
Total Farm	13,800	13,400	13,600	14,300	700	5.1%
Total Nonfarm	56,800	56,200	57,400	57,400	0	0.0%
Total Private	43,800	44,300	44,400	44,200	(200)	(0.5%)
Goods Producing	14,700	14,500	14,800	15,000	200	1.4%
Natural Resources, Mining and Construction	2,400	2,700	2,600	2,600	0	0.0%
Manufacturing	12,300	11,800	12,200	12,400	200	1.6%
Durable Goods	2,000	2,000	2,000	2,000	0	0.0%
Nondurable Goods	10,300	9,800	10,200	10,400	200	2.0%
Food Man & Beverage & Tobacco	8,300	7,900	8,300	8,500	200	2.4%
Residual-Textile Mills	2,000	1,900	1,900	1,900	0	0.0%
Service Providing	42,100	41,700	42,600	42,400	(200)	(0.5%)
Trade, Transportation and Utilities	11,400	12,200	12,100	11,900	(200)	(1.7%)
Wholesale Trade	1,500	1,900	1,800	1,700	(100)	(5.6%)
Retail Trade	7,300	7,700	7,700	7,500	200	(-2.6%)
Food and Beverage Stores	1,800	2,000	2,000	2,000	0	0.0%
General Merchandise Stores	1,400	1,600	1,600	1,500	(100)	(6.3%)
Residual-Miscellaneous Store Retailers	4,100	4,200	4,100	4,000	(100)	(2.4%)
Transportation, Warehousing and Utilities	2,600	2,600	2,600	2,700	100	3.8%
Information	500	500	500	500	0	0.0%
Financial Activities	1,700	1,900	1,900	1,900	0	0.0%
Finance and Insurance	1,000	1,100	1,100	1,100	0	0.0%
Real Estate and Rental and Leasing	700	800	800	800	0	0.0%
Professional and Business Services	3,500	3,600	3,500	3,400	(100)	(2.9%)
Educational and Health Services	5,500	5,300	5,300	5,300	0	0.0%
Leisure and Hospitality	4,700	4,500	4,500	4,400	(100)	(2.2%)
Food Services and Drinking Places	3,900	3,700	3,700	3,700	0	0.0%
Residual-Arts, Entertainment, and Recreation	800	800	800	700	100	(12.5%)
Other Services	1,800	1,800	1,800	1,800	0	0.0%
Government	13,000	11,900	13,000	13,200	200	1.5%
Federal Government	1,000	1,000	1,000	1,000	0	0.0%
State and Local Government	12,000	10,900	12,000	12,200	200	1.7%
State Government	600	600	600	600	0	0.0%
Local Government	11,400	10,300	11,400	11,600	200	1.8%

The QuickLook: The County continues with one of the highest unemployment rates in the State, ranking 51st out of 58 counties. The preliminary September result is a decrease of 1.4 percentage points in the unemployment rate from the revised August rate. This preliminary figure matches unemployment rate of one year ago.

Overall, the County saw an increase of 700 jobs in September following a 600 jobs increase in August. The increase was a result of Total Farm with 700 jobs created. Goods Producing and Service Providing each saw a decrease of 200 jobs. Government saw an increase of 200 jobs.

Merced County Current Labor Force and Industry Employment

The QuickLook At: California's seasonally adjusted unemployment rate was 6.4 percent in September. This was down 0.3 percentage point from the rate in August and from the rate one year ago. In comparison, the U.S. unemployment rate was 6.1 percent in September. It was unchanged from August following two consecutive months of improvement. The September rate was 0.4 percentage point above the rate in September 2002.

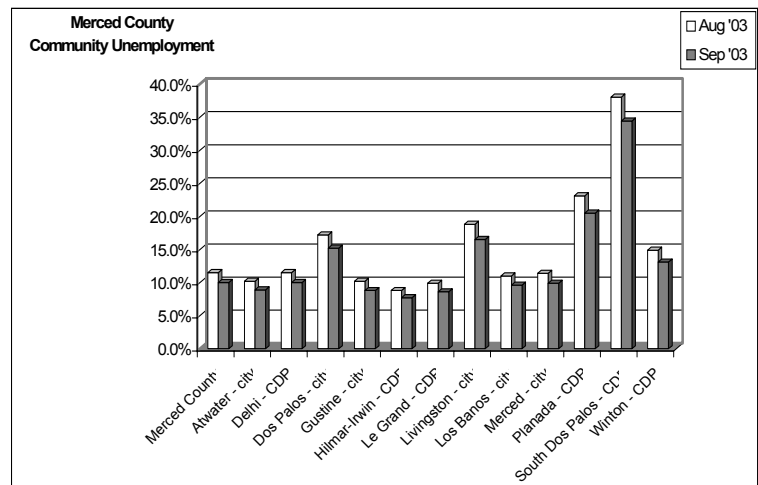
There were 14,419,100 jobs in total nonfarm industries (seasonally adjusted) in September, a decrease of 16,600 jobs from August. This followed losses of 7,800 jobs in August and 10,000 jobs in July. In the first nine months of 2003, California's total nonfarm employment fell 45,800 jobs, for an average monthly decrease of 5,100 jobs. This compares to an average month-over increase of 600 jobs in 2002 and an average month-over decline of 21,200 jobs per month in 2001.

The actual California nonfarm job count (not seasonally adjusted) increased 54,500 jobs in September. Within nonfarm industries, five sectors had month-over job gains and six sectors had month-over job declines. Sectors recording job increases were: government (63,400); educational and health services (11,700); trade, transportation and utilities (7,100); other services (1,000); and, financial activities (100). Job losses were recorded in the following sectors: leisure and hospitality (17,900); information (6,000); professional and business services (1,800); construction (1,700); manufacturing (1,200); and, natural resources and mining (200).

Average hourly earnings for California production workers in manufacturing were \$15.09 in September. Average weekly earnings were \$602.09, an increase of \$4.60 from August. Average weekly hours increased 0.2 of an hour to 39.9 hours, and average weekly overtime hours was 4.2, increasing 0.2 of an hour from the prior month. (Data are not seasonally adjusted.)

The QuickLook At: Sub County average unemployment rates for the county, cities and municipalities saw an overall 2.3 percent decrease this month. All communities noted a decrease in unemployment, led by South Dos Palos with a 4.9 percent decrease. Planada was close behind with a 3.9 percent decrease.

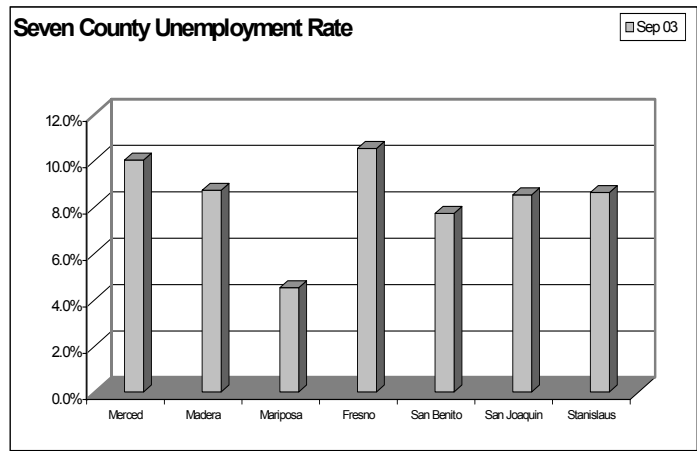
Area Name	Unemployment			
	Labor Force	Employment	Number	Rate
Merced County	92,500	83,000	9,200	10.0%
Atwater - city	10,890	9,920	970	8.9%
Delhi - CDP	1,690	1,520	170	10.0%
Dos Palos - city	2,060	1,750	310	15.2%
Gustine - city	2,050	1,870	180	8.8%
Hilmar-Irwin - CDP	1,920	1,770	150	7.7%
Le Grand - CDP	560	510	50	8.6%
Livingston - city	4,190	3,500	690	16.5%
Los Banos - city	7,870	7,110	760	9.6%
Merced - city	28,030	25,250	2,780	9.9%
Planada - CDP	1,810	1,440	370	20.5%
South Dos Palos - CDP	520	340	180	34.4%
Winton - CDP	3,640	3,160	480	13.1%



The QuickLook At The Seven Counties: Merced County's workforce has grown over the past 20 years reflecting improvement of the County's economic well being; however, unemployment remains a consistent barrier to greater prosperity. Average Unemployment has fluctuated from a yearly low of 11.1 percent in 1988 to a yearly high of 17.1 percent in 1995. Between the years 1983 to 2002 Merced County's average unemployment was 14.3 percent.

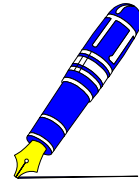
The county's unemployment rate is the eighth highest in the state. Madera County saw the greatest decrease in unemployment at 1.6 percent with Merced County close behind with a 1.5 percent decrease. All seven counties' unemployment rate decreased in month-over average unemployment (Merced, Mariposa, Fresno, Madera, San Benito, Stanislaus, and San Joaquin). Mariposa County's 0.1 percent decrease lowered its rate to below the state's unemployment (6.1%) for the fifth time this year.

COUNTY	RANK	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	RATE
MERCED	51	92,200	83,000	9,200	10.0%
MADERA	47	59,300	54,200	5,200	8.7%
MARIPOSA	12	7,830	7,480	350	4.5%
FRESNO	53	418,200	274,200	44,000	10.5%
SAN BENITO	44	28,650	26,430	2,210	7.7%
SAN JOAQUIN	45	279,400	255,700	23,700	8.5%
STANISLAUS	46	224,400	205,000	19,400	8.6%



DIRECTORS NOTES

11/05/03



Local News

- The State Youth Council has selected Merced County Youth Council as an “All Youth-One System Architect of change. This award will be presented at the State Youth Council meeting on November 20th, 2003. Nellie McGarry will accept the award for Merced County.
- Worknet piloted their first “ soft skills academy” for the Job Seeker, November 5th and 12th, 2003. The attendance referrals came from both Partner agencies and walk-in customers. Twenty-seven (27) were enrolled on the first day. There is now a waiting list for this activity. A full report will be provided to the WIB once a full class as been completed and results of the classes are analyzed.
- State Senator Jeff Denham and staff came to the Worknet Employment Resource Center on October 30th, 2003. Staff and the Former WIB Chair, Rick Osorio greeted the Senator. During his visit was given a tour of the facilities, spoke with some customers, and discussed how he could help the WIB with their concerns.
- The Workforce 2020 Academy-Los Banos was held On October 9th, 2003. The Department of Labor representative did not attend as planned. As a part of this DOL contract, a Manufacturers Summit was held on October 29th, 2003 sponsored by the Greater Merced Chamber of Commerce and will be counted as a sector Roundtable. Both the State Manufacturers Association and local manufacturers spoke to elected officials regarding the issues that this important sector faces in sustaining their businesses.
- The Human Services Agency, Family Resource Council and Prop 10 Commission are working to hold a Children’s Summit on Friday, April 30th, 2004 at the Boys and Girls Club. WI’s Director and the Youth Contractor are both involved in the planning of this event. The Youth Council will be asked to participate in the sponsorship of this event.
- The Department’s scheduled monitoring by the State Employment Development Department for program compliance has been rescheduled for early December. This review will monitor the One Stop, WIA eligibility, and WIA program compliance for PY 2000 through 2003/04.

State News

- California Workforce Association will hold a WIB Chair/Vice Chair/Directors meeting on November 7th, 2003 in San Francisco. Mike Sullivan and Andrea Baker will attend.

National News

- The Labor, Health and Human Services, and Education appropriations bill has not been acted upon as of yet and most likely will now be a part of an Omnibus Budget bill to be acted upon before the Congressional recess. Conference committees have not been successful in passing nine of the appropriation bills that are in need of completion.
- The Senate HELP committee passed out WIA reauthorization unanimously and it is scheduled for a vote on the Senate floor this week. If acted on by the Senate a Conference committee will be established to negotiate the final bill. Once the Conference committee is named, advocacy will commence.

TO: Workforce Investment Board

DATE: 11/13/03

FROM: WIB Staff

For Action

For Information

For Discussion

SUBJECT: “Farm Worker Forums: Everybody Needs a Choice” Report

PROPOSED MOTION(S): Information Only

DISCUSSION: Copies of the report “Farm Workers Forums: Everybody Needs a Choice” have been received from the State of California Employment Development Department. Five copies are available. Additional copies may be ordered by contacting Javier Romero at the State Board, 916-324-3277 or jromero@cwib.ca.gov.

ATTACHMENT(S): N/A