



**ORANGE COUNTY
Workforce Investment Area**

STRATEGIC FIVE-YEAR

Local Plan

Workforce Investment Act of 1998

Submitted on March 29, 2000

Workforce Investment Plan - Title I
Public Law 105-220

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Executive Summary

During the next five years, the Orange County (OC) Workforce Investment Area will develop a system that increases its contribution in providing a competitive workforce to local business. Through the continued development of One-Stop Centers, the system will offer all qualified job seekers the opportunity to maximize their employment potential. The Centers will offer a variety of information and training services based on individual needs. Employers will be provided access to workers who will support economic growth by helping them compete in the global economy.

To accomplish this vision, the OC Workforce Investment Area will streamline services currently offered through multiple agencies and multiple locations by consolidating services in One-Stop Centers when possible. The consolidation will allow for customer needs to be met in a more efficient manner, and will expand the current customer base. Duplication of services by different organizations and agencies will be minimized. Timelines will be established for data sharing between agencies and the ultimate goal is being fully integrated in the foreseeable future.

The Centers will establish services that seek to provide individuals with information necessary to make informed consumer choices regarding their careers and the selection of training providers. All services will be aimed at helping individuals manage their own careers. Services will be provided according to individual needs on a sliding scale, so that individuals with deficiencies or barriers to employment and advancement will be provided more intensive training as resources permit. Individual Training Accounts/Vouchers will be established for those requiring such support.

A core set of career decision-making and job search tools will be available through the One-Stop Centers on a non-discriminatory basis. All Centers will meet the requirement of the American with Disabilities Act (ADA) and will provide reasonable accommodations to individuals with special needs.

Responsibility for success of the workforce system rests with a partnership between the Workforce Investment Board (WIB) and the Orange County Board of Supervisors (BOS). Management will monitor service providers and program operators on an on-going basis, to ensure performance outcomes as established by the WIB and approved by the BOS. The WIB will establish program outputs for job placement, earnings, retention in unsubsidized employment, skill gains and certifications/credentials earned in specific occupational or academic areas.

The BOS, recognizing the need for a strong WIB, will encourage active private sector participation, and contributions of training and resources from the companies represented on the WIB. The WIB will strategically plan for the use of workforce resources, establish performance levels for all workforce programs, and provide oversight of the One-Stop operators. Additionally, the WIB will negotiate Memorandums of Understanding (MOUs) with all One-Stop partners, ensuring that all partners have an 'equity' stake in the One-Stop system.

The WIB will provide sufficient guidance for the One-Stop Centers and training providers, but not to a degree that would stifle flexibility and creativity in meeting the needs of individual job seekers and local employers. The WIB will focus on building responsive

systems that respond to the ever-changing needs of a dynamic labor market and the emergence of a new economy.

The WIB will conduct a thorough labor market analysis of the area to be used as guidance for their choices of those placed on the authorized list of training providers. Linkages with local economic development organizations and chambers of commerce shall ensure timely and accurate labor market information projects/activities. Other projects may be developed over time to respond to the special needs of the employer community, and to address specialized needs relating to skill and labor shortages.

A Youth Council will be established to improve youth programs and to act as a youth advocate in the community. There will be improved linkages between academic and occupational learning and other youth development activities in the area. Youth will be provided opportunities to achieve career goals in order to enhance their ability to compete in the labor market. Resources will be provided to agencies serving youth that have a proven track record, and which contain the basic program design elements in the Workforce Investment Act (WIA).

Quality principles will guide the remaking of the workforce system throughout the process. These include the development of effective leadership, the creation of action plans and strategic objectives, the customer focused design of products and service delivery, the use of performance data and information, employee training and development, and a focus on bottom line results to business.

In five years, the OC Workforce Development System will be a more efficient, user friendly, customer focused, results driven system serving a broader range of clients than the system in existence today. Business will perceive real value in our services and our ability to provide skilled workers to local employers will far surpass the capacity of the current system.

I. PLAN DEVELOPMENT PROCESS

In this section, we will describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan.

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

The Chief Elected Official(s) initially signed off on the process to be followed in the development of the plan. They were proactive in the process to establish a new board and provided leadership where needed. They or their staff participated in community planning sessions to identify our local vision for workforce development. Various county departments provided data that was used to determine needs and their staff assisted in the creation of the final planning document. The CEOs played an active part throughout to ensure that all appropriate parties engaged in this collaborative process and concurred with the final vision

The Orange County Board of Supervisors Chair has appointed his designee to the new Workforce Investment Board and the Plan was developed with input and approval from the Interim WIB and the newly appointed OCWIB. Prior to submission of the Plan to the State, the Plan was placed on the Agenda for a regularly scheduled Orange County Board of Supervisors meeting and was approved for submission to the State.

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

The Orange County Private Industry Council (PIC) was authorized to take such action as was necessary to begin transition including the development of transition goals. The Orange County Workforce Investment Board (OCWIB) was appointed on February 15, 2000. The new Board includes 9 members of the previous PIC. The Plan developed relies on the work of the PIC but was completed in time to present to the OCWIB for their review, consideration and approval.

The transition plan, which took six months to develop, is the foundation for this 5-Year Plan. Representatives of the school-to-career task force, members of the business community, including small and minority-owned businesses, state employment services, organized labor, TANF, vocational rehabilitation, education and community based organizations worked together to create the plan. A vision, mission, and goals were identified. The community representatives formed various taskforces: Youth, Welfare, One-Stop, Labor Market, Performance and Accountability, and Governance. Each taskforce met at least three times to identify transition issues and WIA requirements as assigned to each group. Most of the members of the various taskforces are also members of the new WIB. Appropriate portions of the transition plan are incorporated into this Plan and the Plan in its entirety has been submitted for approval to the full WIB for the input and approval.

C. Describe the process used to provide opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based

organizations; and migrant seasonal farmworker representatives. Describe the process used to get input for the plan prior to submission.

Community planning meetings discussed each element of the plan with participation from all agency partners and entities mentioned above. Chief elected officials were updated and briefed as needed. Business and labor organizations, including small businesses, provided input regarding the employment outlook. Comments were solicited from the public as indicated below and as evidenced in Attachment B. Pending the appointment of a Youth Council, youth advocates and youth serving agencies provided a much needed perspective and frame of reference. Likewise, the county welfare department was an active participant in framing and designing the responses regarding services to individuals receiving public assistance. Both public and private educational entities provided information and statistics with regard to occupational training, curriculum content and the process for becoming a certified training provider.

The planning process commenced in January 1999. Prior to submission and ratification of the Plan, the Transition Team and its committees (or the WIB/PIC) held community information sessions to discuss, educate and inform the general public and all interested parties, including the media, about the implications of the Workforce Investment Act for this region. Summaries of the Act were distributed at these meetings, mailed to those who requested them and placed on our website. Interim WIB/WIB staff have made over 50 community presentations on the implementation of WIA. The WIB/PIC considered the draft plan at its initial meeting on February 16, 2000 and approved the final plan at its second meeting on March 22, 2000.

Written and electronic versions of the Local Workforce Development Act Plan were disseminated for public comment on February 16, 2000. Opportunities to comment on the final plan were provided at a series of public meetings conducted over the subsequent thirty-day period. In addition, opportunities to provide written comments were publicized through the local newspapers and via the Internet. Comments received during this process are summarized in Attachment C.

D. How were comments that were in disagreement with the draft plan considered in developing the final plan. In an attachment, include comments that represent disagreement with the local plan. [WIA, Section 118(c)(3)]

Comments that appear to be in disagreement with the local plan can be found in Attachment C. The staff reviewed and distributed all comments that were received to the full Workforce Investment Board, the County Board of Supervisors, and other groups that were part of the deliberative process. The comments were made a part of the discussion during the acceptance of the Plan by the full Board.

E. Describe the method used to make copies of the local plan available through public hearings, and through the local news media and the Internet.

Notices were placed in local newspapers announcing the availability of the Plan for public comment as evidenced in Attachment A. The draft of the Plan was presented at an OCWIB meeting and the final plan, which incorporated all comments received, was presented to the OCWIB for their final authorization and submission.

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

Orange County Workforce Partnership (OCWP) --- Representatives of these organizations attended Community Partners Planning Meetings. The meetings discussed changes in the law, the changing vision for workforce development, the needs of special populations, current community resources and needs, potential niches in the labor market that may offer good opportunities for our clients, and ways to collaborate including the participation in One-Stop Centers. These meetings were separate and apart from the meetings that negotiated Memorandums of Understanding. The OCWP is the umbrella organization for workforce development partners/stakeholders.

II. LOCAL VISION AND GOALS

To achieve their vision, the WIB sees its mission to be the provision of the leadership, foundation, and direction necessary to implement the delivery system required by the Workforce Investment Act.

A. What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan?

Our vision of the local workforce investment system is to integrate current services in the One-Stop Centers, to move toward providing universal access to career and labor market information, and to provide other useful consumer information regarding training and education that enables our customers to make better informed choices.

To address the needs of those who are unable to compete successfully in the current labor force, we will establish a process that identifies individuals needing more intensive services and training. When possible we will leverage both public and private resources to provide the necessary resources to upgrade their skills based on relevant local labor market needs.

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

During the next five years, the OC Workforce Investment Board will increasingly integrate the services offered by its partnering agencies within the One-Stop Centers. All affected agencies will jointly develop goals, progress markers and timelines that will map out the full integration strategy. The ultimate goal is full seamless integration of an expanded array of services from as many community agencies as possible.

Subsequent to this clarification of goals and timelines, it is anticipated that the process will take place in five stages. Stage 1 will consist of cross training of staff about all other programs. Stage 2 will consist of the development of processes to effectively share information. Stage 3 will be to develop the technology network infrastructure that will allow for eventual integration. Stage 4 will be the reengineering of workflow processes within the One-Stop Centers themselves. And Stage 5 will consist of the actual integration of programs into a seamless

delivery system with transparent funding streams.

The goal of the WIB and Orange County Board of Supervisors is to create a system that is seamless to its customers, the job seekers and employers. To achieve this the existing One-Stops will be expanded to include access to the core services of the mandatory WIA partners. The Memorandum of Understanding negotiation process will be used to map out a timeline and the elements of integration all the partners can agree to. Key to full integration will be the sharing and exchange of information about clients; sharing of costs; reliance on the expertise partners bring to the One-Stop; cross-training; shared information systems; shared incentives; shared use of the Individual Training Account System; and common performance goals.

Apart from shared objectives, the WIB will seek to expand the One-Stop partners to all participating agencies in the Orange County social service network. These goals will require work and commitment beyond just that of the WIB and elected officials.

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

All WIA partner programs along with their concomitant funding streams identified in WIA section 121(b)(1)(B) will be solicited to support service delivery through the One-Stop system. Orange County contains two cities which are workforce investment areas (temporary designation) and which also operate One-Stops with representation from each of the WIA partners. TANF, transportation and other optional partners may be recruited as appropriate to the clients who use the One-Stop centers.

3. Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved?

Through our network of One-Stop Centers, job seekers and those seeking career advancement or upgrading of their skills will be able to access information regarding the local labor market, including the occupations and industry sector that are in demand or in which labor shortages currently exist. They will also be able to access available job openings and postings from local, regional, state and national employers. They will be able to acquire a list of current training providers in the area, and the track record of completions and job success of recent graduates from these institutions and schools. The Centers will also make available general information about careers and a means of individuals to assess their aptitudes and interests and how these match to available jobs and demand occupations.

More intensive services will be provided to those in need, that may include individual counseling, group job search classes and in selected cases, educational remediation and training in specific occupations.

Universal access will be achieved most notably by offering services needed and

valued by the community, in locations geographically dispersed and at Centers that maintain good customer focus. Additionally, extensive public service ad campaigns will be conducted to inform the general public about the availability of services. Job Fairs and other community events will also highlight the services and programs available through the WIB.

The form of assistance to be offered individuals will be determined at the local level by One-Stop staff based on the participants' needs. Assistance offered may include: referrals to specific agencies; information relating to, or provision of, required applications or other forms; or specific on-site assistance.

4. How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system?

It is the intent of the Orange County workforce investment policy makers to rely on the California Employment Development Department (EDD) for basic labor exchange and unemployment insurance services in the Orange County One-Stop centers. EDD will have representation in each One-Stop center. Local EDD management has agreed to an integration plan that excludes any provision for "stand-alone" EDD facilities. Job listings through CalJOBS will be available to One-Stop clients as will the public job banks such as America's Job Bank and others. WIA funds will be used to supplement Wagner-Peyser services for core services identified in WIA that are not available through Wagner-Peyser.

5. How will the local workforce investment system help achieve the goals of the State's workforce investment, welfare, education, and economic development systems?

The Orange County workforce investment system has embraced continuous improvement as their management strategy for meeting the State's goals in the areas of welfare, education and economic development. Welfare and economic development initiatives are coordinated with workforce investment through intra county efforts. Orange County WIB interventions will concentrate on services that will encourage youth and adults to obtain secondary and post secondary credentials. The WIB transition plan identifies skills and education as the key to self-sufficiency for welfare recipients and others. Skills will assist welfare recipients and others to become skilled members of the labor force. A skilled labor force is key to business recruitment and expansion in the State of California and in Orange County.

6. How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy?

The building of a strong and viable Youth Council is a priority of the WIA transition process. The Council will begin to identify gaps in youth programming, and identify areas of overlap, where better coordination and integration could occur as well as referrals to appropriate resources and One-Stop Centers.

There are insufficient WIA funds to make a significant impact on youth in Orange County. Youth are a particular concern because the youth population in Orange

County is expected to increase dramatically over the next ten years. Through the Youth Council which includes representatives from the School to Career task force, juvenile justice, HUD, education and interested members of the private sector community, it is intended that the WIA funds serve as a catalyst to provide pilot programs, linkages with other better funded youth initiatives all targeted at incenting youth to stay in school, return to school or move on to obtaining post secondary skills.

Youth providers will be asked to develop programs which evidence coordination with the range of youth services providers throughout the County. Programs will be recognized for their effort in demonstrating continuous improvement in providing a coordinated and progressive series of activities. Programs will be designed to deliver services that successfully provide opportunities, information, education and skills needed to compete in the labor market and become a productive part of the community.

B. What are your board's broad strategic economic and workforce development goals? What steps will you take to attain these goals?

The OC Workforce Investment Board will improve the quality, career mobility, and skills of the local workforce, enhance the productivity and competitiveness of local business and industry, and increase the self-sufficiency of welfare recipients. To accomplish this, we will provide integrated, customer-oriented, accountable, services made possible through viable service-provider partnerships as contained in our Memorandums of Understanding with our partner agencies.

Our broad strategic economic and workforce development goals are:

1. Employment of all individuals who want or need a job
2. Self-sufficiency and decreased welfare dependency
3. Increase in the knowledge/skill attainment of our labor force
4. More efficient linkage between labor supply and demand
5. Customer satisfaction – including both employers and job seekers
6. Continuous improvement and cost effectiveness in all aspects of program operations
7. Fostering of high performance workplaces
8. Career mobility for those who desire and seek it.

We will attain the goals through the development of a more skilled workforce. To accomplish this we will create a system that provides universal and easier access to services and information, emphasis on workplace fundamentals, more training to upgrade the skills of current workers, expansion of self service features within our One Stops, use of learning resources accessible electronically, consumer information that provide a better match between training needs of participants and training resources, use of mentors and other coaches and learning facilitators, and access to resources that can provide lifelong learning, long term follow-up

See Exhibit # D for Transitional Strategic Plans and Exhibit E for Transitional Operational Plans.

C. Identify organizations involved in the development of your local plan vision and goals?

All mandated partners were involved in the development of our 5-year plan vision and goals, as well as representatives from the county welfare department. Additionally, we enlisted the input of organizations and agencies such as: mental health providers, subsidized housing entities, food banks, homeless shelters, economic development agencies, chambers of commerce, other specialized business associations, welfare agencies, youth and differently-abled advocacy groups, child care providers, transportation organizations, veterans and other community based organizations, including the United Way and its funded agencies

III. LABOR MARKET ANALYSIS

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

The Orange County Service Area is an integral part of the Southern California regional economy. In fact a major exchange of workforce personnel, goods and support services takes place within the region. The 1990 U.S. Census reported over 18% of Orange County workers were from the surrounding counties, especially Los Angeles (11%), Riverside (4%) and San Bernardino (2%). Equivalent numbers of Orange County *resident workers* found employment outside of the County, primarily in Los Angeles (16%). The most recent December 1999, employment data suggests this trend will continue, with over 100,000 Orange County residents working outside of the county (EDD, January 14, 2000). Consequently, economic trends and workforce related needs for Orange County should not be considered in isolation from the impacts of the surrounding counties.

Orange County is contained within a small geographic area of 800 square miles. Orange County's population density is 3,470 persons per square mile. Orange County has a large, concentrated, and diverse population. The County has the third largest population of all the California counties, with an estimated total of 2,775,619 as of January 1,1999. However, it is anticipated that the overall rate of population growth will decrease over the next twenty years.

Orange County is also ethnically diverse with large numbers of Hispanics and Asians who have immigrated to Orange County during the last ten years. Consideration of including access to English as a Second Language (ESL) in the array of workforce training services will be important in moving non-English speakers from poverty to self-sufficiency. Data also indicates the Hispanic population aged 16 years and older, have a workforce participation rate of 76%. This is greater than the County average of 72%, however, occupational data indicates that these individuals are employed at minimum or entry level wages. Individuals are working, but at minimum or entry level wages. They represent the working poor. Skills training and incumbent worker training will be important workforce services that can be targeted toward this group.

The County is expected to see a growth in the youth and aging population in the coming years. This is significant for Workforce Investment purposes because the new legislation does not have separate funding identified and set-aside for older workers. Older workers will be served in the One-Stop as a part of the universal population. Older worker programs funded through other grants are mandatory partners in the

One-Stop. Coordination to assure the elimination of duplication and overlap will be important in assuring services to the older workers seeking employment assistance.

With respect to youth, funding for workforce services was severely reduced in the mid 1990s. Since then there has been no significant increase to local allocations for youth services. There have been increases in juvenile and criminal justice funding. However while there is overlap in the target populations for these programs they are not identical. The new workforce system emphasizes service to older and out-of-school youth. Strategies to continue services to in school youth will be important to Orange County youth over the next ten to twenty years.

Reflecting regional trends, at this time the estimated unemployment in Orange County is the lowest it has been in more than 10 years. WIA requires that information on the labor market regarding the occupations in demand, and the skills needed for the job seeker to obtain jobs, be available in the One-Stop Centers. WIBs, together with states and the federal government, are responsible for collecting information on the labor market. Coordination with economic development agencies will be imperative in identifying new and emerging trends in employment, as well as new, expanding, and downsizing businesses. Attachment F illustrates the actual employment growth in Orange County for the last five years.

Orange County's 1999 annual average of 1,441,700 employed residents is second only to that of Los Angeles County within the State of California. While the reported County unemployment rate is low, averaging 2.7% during 1999, this figure can be deceptive. Low rates of unemployment do not necessarily indicate low numbers of unemployed. The Orange County Workforce Investment Board in fact serves the fourth largest number of unemployed persons of any California County. An average of 39,600 persons were unemployed during 1999. A more refined understanding of County employment characteristics, such as temporary, part-time and seasonal employment and commuter trends, will provide insights into local workforce investment needs.

The information will be used by One-Stop job seekers to make career decisions and by employers who can use labor market information when they make hiring, expansion and growth decisions.

B. How will the needs of employers be determined in your area?

Activities are already in progress within the County that are consistent with the WIB's responsibility to cooperatively provide information to support local business and employment needs. The Orange County WIB, in cooperation with the State Employment Development Department/Labor Market Information Division (EDD/LMID), and through the California Cooperative Occupational Information System (CCOIS) program, has been collecting occupational information to identify local emerging occupational trends in employment since 1990. The Orange County Business Council (OCBC), in cooperation with the local Chambers of Commerce, has focused upon business retention, attraction, and localized economic development activities since the early 1990's.

The State EDD/LMID, the WIB and OCBC all have increased their focus on local labor market data collection and cooperation in recent years as follows:

- The California EDD/LMID continues to develop a host of workforce development supportive services through a variety of options. The EDD/LMID web site is one of the most comprehensive labor market information resources in the nation, and continues to expand with an ever increasing range of resources supporting new federal and state programs, including the Workforce Investment Act (WIA). The Internet web site address is: www.calmis.cahwnet.gov.
- Since 1998, the EDD/LMID has initiated two annual M.O.U.s with local service areas to provide innovative labor market resources to the local One-Stop Centers, which include options for consultative services for special projects. During 1998-99, the 'Making LMI Work for You' project provided staff training seminars for use of labor market information, including a user friendly CD-ROM compilation of local and current Orange County labor market information called "ASK for LMI". The 1999-2000 M.O.U. emphasizes the use of One-Stop self-help service CD-ROMs. The two CDs to be used by the One-Stop Centers are both multimedia compilations. The first, 'WorkSmart', is designed to give job readiness information to entry-level job seekers and individuals returning to the job market. The second CD, 'California Career Videos', uses Internet technology to provide an introduction to a wide range of jobs and careers in the California and national labor markets, and includes almost 100 career profiles. These supportive services are anticipated to continue and expand throughout the five-year period of the plan.
- The WIB has through its participation in the CCOIS program, posted the results of the annual CCOIS occupational surveys processed since 1995 online at the EDD/LMID web site listed above. At present comprehensive local information on over 100 locally surveyed occupations is available on-line. Information on all the 250 occupational CCOIS surveys processed since 1990 is available through the WIB One-Stop Centers.
- The WIB has sponsored two occupational and service needs surveys, the first during the winter months of 1998-1999 and the second during the first half of the year 2000. The results of the first survey of over 20,000 Orange County employers are available on-line through an interactive web site application at:
 - www.usworks.com/orangecounty
 - ⇒ The survey results provide a broad spectrum of current local workforce information on nearly two hundred occupations and on the related businesses that use these occupations.
 - ⇒ The above web site is part of a Southern California Workforce Super Site, which includes similar survey data from the four counties surrounding Orange County, and equivalent surveys processed in other areas of California and the nation. The scope of results provides users the opportunity to compare opportunities both locally and regionally. The site is interactive, providing responses to user workforce inquiries and permitting users to input employer or training provider and program updates.
 - ⇒ The success of the first 1998-99 survey was demonstrated through the results

of a user satisfaction survey. Consequently, a year 2000 survey has been initiated covering more than 40,000 employers, and providing local information on nearly two hundred and fifty occupations. The combined results of these two surveys compliment the CCOIS surveys and provide a rich resource for detailed local workforce development and planning. An added benefit of the year 2000 survey is that it is being processed during the same period as the U.S. year 2000 Census.

- The Orange County Business Council (OCBC) is working cooperatively on several workforce projects with the Workforce Investment Board (WIB). This partnership links the business orientation and economic development expertise of OCBC with the workforce development expertise of the WIB. OCBC has provided support for both of the labor market surveys described above, and will be providing additional post-survey analysis for the year 2000 survey. Further OCBC has taken the lead in Orange County in defining several Orange County business technology clusters (www.ocbc.org). This is consistent with the California Department of Trade and Commerce policy to promote economic growth through a focus on these employment-generating clusters. The clusters identified are:
 - ◆ Entertainment and Tourism
 - ◆ Science and Technology
 - ◆ Bio-medical and Health
 - ◆ Building and Transportation
 - ◆ Consumer and Public Services
 - ◆ Arts and Communication

Since 1999 the Orange County Business Council and Workforce Investment Board, are both involved in a process of expanding and refining the above business technology clusters. The present first WIB version of these clusters includes the staffing patterns and required levels of skills, training and experience by each industry in the defined clusters. The integration of staffing patterns with industry clusters is innovative and will provide insights to the use of the standard occupational projections. The first refined clusters definitions are scheduled to be presented by OCBC by June 2000.

All of the above information is available through the One-Stop Career Centers. This data provides comprehensive assistance to all job seekers and the One-Stop counselors, case managers, and job developers who assist job seekers and work with employers.

Currently a coalition of WIAs in the Los Angeles/Orange/Riverside County area has developed a list of about 400 eligible training providers, of which about 40 are within Orange County. These approved providers are used by the One-Stop providers to make referrals to training. Localization of labor market information, selection of eligible training courses and training providers based on the labor market information will be a responsibility of the WIB. The WIB has a strong base already in place upon which they can rely in making these decisions

The survey provides a broad spectrum of current local workforce information on nearly two hundred occupations, and the related businesses that use these occupations. Continuing surveys will keep this information current.

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

The latest state Employment Development Department's 1997-2004 projected occupational trends for Orange County (February, 2000), anticipate a growth in additional employment of 236,600 jobs, resulting in a total employment of 1,470,500 or a 19.2% increase in jobs by 2004. Data available to us indicates that by June of 1999, an estimated employment of 1,346,300 persons has been achieved, representing a four-year growth in employment of 194,700 jobs or 16.9% since 1995.

The projected new growth in jobs does not include job openings resulting from replacements. These are vacancies resulting from persons leaving their positions. As a result of replacements, 223,150 additional openings are anticipated, resulting in total openings of 459,750. Replacements (on average) represent almost half (48.5%) of total future job openings. The major projected categories of occupational trends are summarized in Attachment G.

From the information collected, and from State and federal labor market reports, there are a number of occupational trends that can be reported for the Orange County labor market area (these trends do not include replacement job vacancies). The tables below, using the latest EDD/LMID projections summarize to occupations with the fastest percent growth (Table 1), occupations with the greatest absolute growth (Table 2), and occupations with the largest numbers of openings (Table 3). Each table represents a different measure of employment opportunity. The overall average projected new job growth of 19.2% between 1997-2004 provides a current measure of the level of opportunity in a specific occupation.

EDD/LMID has provided to the WIB a listing of 1998 wage and educational data for over 540 occupations in Orange County with 100 or more employees (February 2000). This information combined with the above 1997-2004 occupational projections provide valuable tools and guidelines as to the most efficient allocation resources for all involved in workforce development.

The WIB will use labor market information to assist customers in the One-Stop Centers in making career decisions. They will also use the information to make decisions regarding training providers eligible to receive vouchers to provide skills training to eligible WIA clients. As technology makes it possible to refine trends in the Orange County labor market the WIB will be able to identify new and emerging industries as well as declines in various occupational sectors. The continued collection and refinement of employment statistics is one of the key elements necessary to the success of the One-Stop service delivery system.

Economic Development Agencies

Gathering and working with labor market information to implement workforce investment programs is greatly enhanced by collaborative relationships among the economic development agencies in Orange County. These agencies have also

provided recommendations regarding nominations of new members to the WIB. It is anticipated that local economic development, business, trade, and professional organizations will continue to be a source of recruitment for new WIB members.

Orange County Economic Development Agencies (EDAs) – These agencies are designed to support business development in local communities and to be strong advocates for business growth, investment, and competitiveness. Local economic development efforts focus on improvement of residential, retail, office, industrial, and land planning activities to attract and expand business opportunities. EDA's encourage new business investment through a unique mix of public utilities and community development incentives, including enterprise zones designation, low-interest construction loans, energy/water audit reviews, and small business assistance services.

Chambers of Commerce - Orange County Chambers of Commerce are the local advocates for the business community in each city. The local Chambers encourage the development of plans, strategies, programs, and services that promote a favorable business climate within local communities. The local chambers are also involved in securing legislative attention to infrastructure, traffic, transportation, and land use issues affecting the business community.

The Employment and Training Panel - The Employment and Training Panel (ETP) assists businesses in acquiring and retraining a highly skilled workforce with expertise in specific fields in order to increase competitiveness, productivity, and profitability. California employers support ETP through contributions to the state's unemployment insurance fund. Since its inception, ETP has provided \$540 million in funding for the training or retraining of 260,000 workers.

The Orange County Business Council (OCBC) - The Orange County Business Council (OCBC) is a regional, private sector alliance of companies working to improve business and economic growth in Orange County. OCBC combined forces with three of the largest and long-standing business development groups, the Industrial League of Orange County, the Orange County Chamber of Commerce and Industry, and Partnership 2000 to provide additional strategic planning skills and regional contacts. The Orange County Business Council provides a variety of services to business including labor market information, economic and community development plans, business retention services, and support of entrepreneurs and new business start-ups.

Agencies and Industries Providing Needed Services to Employers

Employment Development Department (EDD) – The California Employment Development Department (EDD) is a multifaceted state agency offering a variety of services under the Job Service (job referral, development, and placement services), Unemployment Insurance, Disability Insurance, and Labor Market Information programs. The EDD is also responsible for the audit and collection of employment taxes and maintenance of employment records for more than 19 million California workers. One of the largest departments in state government, the EDD has nearly 12,000 employees who serve millions of Californians each year at a network of more than 300 service locations throughout the state. The EDD is a mandatory One-Stop

Center partner and is co-located in each of the Orange County Regional One-Stop Centers.

Temporary Staffing and Employee Leasing Companies - These companies are workforce suppliers that provide personnel in clerical, industrial, technical, and management positions in temporary or temp to hire positions. With the transition to the "new economy" the use of temporary staffing by local employers has grown substantially over the last five years. The increase in temporary work reflects the general shift in the labor market towards greater flexibility for employers and employees.

The widespread use of temporary, leasing, and contract employees is primarily driven by employer's demand for flexibility and lower labor costs. In this new business environment, Orange County employers are shifting from a workforce of permanent, regular employees to one that has a small core of permanent workforce supplemented by a pool of contingent, flexible workers.

Around the country more and more One-Stop Centers are partnering with temporary leasing and staffing companies in a variety of ways including the operation of their own temporary staffing companies as a fee for service activity. These One-Stops are realizing an increase in performance through these efforts. This arrangement may be pursued by the WIB.

The areas of actual and projected employment by industry projected job growth are listed in descending order:

- Service industries are projected to have the largest absolute growth. Service industry sectors include jobs in business, health services, engineering and management services, private educational services, personal services, and hotels and other lodging places.
- Manufacturing includes jobs in durable goods, particularly in high technology segments of electronics, communications, aircraft, and parts, and computer and office equipment; primary and fabricated metal product industries, lumber, wood, and furniture industries; and textile mill products and apparel industry.
- Trade - is composed of wholesale and retail trade groups. Retail Trade -This includes jobs in eating and drinking places.
- Government
- Finance, insurance, and real estate
- Construction
- Transportation, communications and public utilities
- Mining

The WIB will use Labor Market Information collected by the WIB to assist customers in the One-Stop Centers in making career decisions. They will also use the information to make decisions regarding training providers eligible to receive vouchers to provide skills training to eligible WIA clients. As technology makes it possible to refine trends in the Orange County labor market the WIB will be able to identify new and emerging

industries as well as declines in various occupational sectors. The continued collection and refinement of employment statistics is one of the key elements necessary to the success of the One-Stop service delivery system.

During transition the PIC will use this information to establish a process for the approval of providers and training options to assure that there is no lapse in services available to clients as JTPA ends and WIA is implemented.

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

See Attachment H for Necessary Job Skills

IV. LEADERSHIP

This section will describe how the local Workforce Investment Board will exercise authority.

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

In accordance with a resolution passed by the Orange County Board of Supervisors in the fall of 1999, the existing Private Industry Council was empowered to serve as the interim WIB and to begin the process for the development of a plan and for transition. The plan developed by the PIC was always intended to be presented to the OCWIB for approval. The WIB was appointed prior to the time of the plan's deadline for submission to the State. The OCWIB received an orientation and overview of the plan. Members had an opportunity to recommend changes and were informed they could make modifications to the plan as needed. The local elected officials appointed the new Workforce Investment Board (WIB) on February 15, 2000. It will function as the PIC for purposes of closing out programs funded under the Job Training Partnership Act (JTPA) until its official repeal on July 1, 2000. The new WIB assumed full responsibility for the implementation of the Plan and ongoing oversight at the date of its inception. The former PIC/Interim WIB will cease to function as of June 30, 2000.

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

Conflict of interest will be governed by federal, state and local guidance. In accordance with WIA, no member of the WIB or its committees including the Youth Council, will vote on any matter which may result in a pecuniary benefit to that member. WIB members may not vote on a matter under consideration by the Board regarding the provision of services by such member (or by an entity that such member represents) or that would provide direct financial benefit to such member or of the immediate family of such member. WIB members also may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan. Attachment I is the Orange County Conflict of Interest Agreement each OCWIB member is required to sign.

C. How will the local board provide a leadership role in developing policy, implementing policy and oversight for the local workforce investment system? [WIA, Section 118(a)]

Since the majority of the OCWIB is private sector, it will oversee the implementation of a system that is in sync with its business-driven vision. The Orange County Board of Supervisors works closely with its business community and directs the OCWIB to provide policy recommendations appropriate to the other goals of the County.

The local Board will make recommendations to the County Board of Supervisors regarding the fund allocations and maintenance of the existing One-Stop system. The WIB will provide guidance in the design of the request for proposals for a One-Stop operator in 2001 as well as recommendations to the Board of Supervisors for funding. In accordance with the law, the WIB will be responsible for the selection of the training providers.

The WIB is responsible for program policy determinations such as the definition of "attachment to the labor force" for category two dislocated workers, the priority of service system, and the definition of self-sufficiency for dislocated workers.

WIB members come from the economic development and business entities within the community. Many of these individuals serve on other Boards as well. It will be their responsibility to promote the system in the community.

The Board will be divided into committees. The transition team established initial committees for the new WIB, consisting of a One-stop, Labor Market, Welfare, Performance and Accountability, Youth and Governance Committee. These committees continue into the implementation of WIA. The Governance Committee will be the new Executive Committee consisting of the Chairs of each of the WIB Committees and the WIB Officers. The intent was to have functional committees that would be instrumental in developing policy for the system. Committee structure will be detailed in OCWIB By-Laws.

The Executive Committee

Charter: Review and analyze membership, appointments, transition, resources, bylaws, budget, strategic planning, and other issues affecting structure, organization, and functions of the board and its committees.

Youth

Charter: Review and incorporate School to Careers initiatives into the new system, appointments to the new Youth Council, (to be formally made by the WIB Chair and the Chair of the Board of Supervisors), the impact of changes in the youth formula funding, and the emphasis on out-of-school youth. Youth program design, incentives to youth, and the leveraging of youth dollars.

Welfare-to-Work

Coordinate Welfare-to-Work grants with the County TANF program. Focus on non-custodial parents. Look at local resources and analyze if there are sufficient resources at this time to assist welfare recipients with subsidized work and training activities. Will set priorities for adult funds without reserve for this target group.

One-Stop

Review and consider services and performance at the One-Stop Centers, issues relating to vouchers, support service policies, integration of services and partnerships. Oversee negotiation and maintenance of the MOU. Charter affiliates and satellites.

Labor Market Information

Analyze localization of labor market information and use of labor market information to benefit employers and job seekers in conjunction with other agencies. Coordinate public relations, marketing and job development.

Performance Accountability

Review and analyze the impact of the new performance measures, i.e., how performance will be measured, performance of the One-Stop partners, and customer satisfaction. Quantitative and qualitative performance including continuous improvement will be addressed.

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

Once adopted and approved, the WIB will review the State's plan and its strategic goals and will assure that no WIB policy will be inconsistent or in conflict with any State adopted goals. Any proposed action found in conflict with adopted State policy will be amended or modified so as to be consistent with the State Plan. The WIB will get monthly and / or quarterly reports regarding performance from the WIB staff. The WIB will examine performance in relation to the State's strategic goals. When necessary the local Plan may be amended to assure that the system remains on track with the State's goals. Where performance is not what was expected the Board together with its staff and that of the providers will get together to negotiate a corrective action plan which will be monitored by the WIB and the elected officials.

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

Neither the WIB nor Orange County deliver training services. Orange County staff is the fiscal agent / administrative entity for the WIB. The staff will be responsible for drafting requests for proposal and for providing the research, planning, and development necessary for the WIB and local elected officials to make policy decisions. Service providers either designated (such as the One-Stop operator) or selected through a competitive public procurement process will provide client services. The local Workforce Investment Board and its staff will not provide training services. A limited number of OC Staff will deliver core and intensive services during a transition period not to exceed 6 months (12/31/00).

F. How will the local board ensure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings and meeting minutes?

All Board meetings are publicly noticed and are held pursuant to Brown Act meeting requirements. Meetings are held in facilities that are handicapped accessible. Often meetings are held in one of the One-Stop locations within Orange County so that Board members can see the programs at work. Committees of the WIB also notice all meetings and assure that the meetings are open to the public. Minutes are kept of all

WIB and committee meetings. The minutes are published in the subsequent agenda for each meeting. WIB member nominations are solicited from all sectors of the community in order to meet WIA requirements this includes organized labor, small business and the disabled.

V. LOCAL ONE-STOP DELIVERY SYSTEM

In this section, we describe how services will be coordinated through the One-Stop Service Delivery System.

A. Describe the One-Stop delivery system in your local area. Include a list of the comprehensive One-Stop Centers and the other service points in your area.

A list of the Comprehensive One-Stop Centers and other service points in our area are included as Attachment K. The list includes the name of the organization operating or managing the Center, location and contact information.

The OC Workforce Investment Board has established a One-Stop Center System that operates as a community resource for both job seekers and employers to increase the efficiency with which the right person is matched with the right job. It is based on the following principles:

1) Streamlined Services

We are developing agreements to bring together private business, community-based nonprofits, government, education, and other entities to create a comprehensive, integrated system that maximizes services and resources while providing greater ease and access for employers and job seekers.

2) Empowered Individuals

We will provide job seekers access to information about basic literacy, education, counseling, streamlined job search, case management, vocational and related intensive services via phone, kiosk, internet, etc. The system will provide customers with sufficient information to judge the quality of services and make informed choices.

3) Universal Access

Many Core Services are available in English and Spanish, and other languages as needed at all One-Stop Centers and Satellite Centers for all job seekers, with the right to work in the United States, who are 18 age or older. Specialized services for specific populations such as persons with disabilities and older workers will increase accessibility.

4) Increased Accountability

The One-Stop is performance-based, focused on outcomes, attentive to quality principles and driven by customer satisfaction. Services will be continuously evaluated to ensure that goals/objectives are met in a cost-effective manner. Results will be made available to job seekers and employers.

5) Designed to Meet Emerging Needs

We will provide training designed to fit the employer's needs and trained employees to assist employers to stay competitive.

6) Improved Youth Program

We will develop a comprehensive, integrated youth system to enable youth, particularly those most in need, to acquire the necessary skills to successfully transition into and compete in the labor force and to further their education and training.

Job Seeker Services

All One-Stop Centers and satellites will provide core services, intensive services and access to training. Services will be provided in English and Spanish (or any other language that is appropriate for the geographic community). All Centers and satellites will have TTDY line access and meet the requirements of the Americans with Disabilities Act. EDD services including CalJOBS will be available at all sites.

The following services may be available at all One-Stop Centers to individuals with the right to work in the U.S. who are 18 years of age or older:

- Outreach, intake, profiling, and orientation to the One-Stop Center
- Initial assessment of skill levels, aptitudes, abilities, and support services
- Labor Market Information
- Consumer reports and performance information
- One-Stop partner services and supportive services
- Information on filing UI claims
- Resource Room usage
- “How to” groups sessions (e.g. writing a resume).
- Job Referral (employment service referrals in non-exclusive hiring arrangements, short term or seasonal placements). Registration into Cal Jobs
- Internet browsing to find career, employment and training information
- Talent referrals (employment service staff referrals of resumes without further screening).
- Assistance in establishing eligibility for additional assistance including WIA intensive and training services, Welfare-to-Work, and non-WIA training and education services.

Specific services available to job seekers who are unable to find employment may include but are not limited to:

- Individual assessment
- Job search workshops
- Job resource centers with computers, phones, fax machines, and employment information
- Career counselors
- Basic skills training/English as a Second Language (ESL)
- Job placement assistance
- Training/retraining in demand occupational skills through individual training accounts, work experience, customized training, and On-the-Job Training
- Employment Development Department services
- Access to child care, transportation, and other support services

- Individual service strategies/Individual Readjustment Plan/ Case management
- Entrepreneurial training
- Follow up services for 1 year

Employer Services

Employers are the other customers of our One-Stop Delivery System. Specific employer services may include but are not limited to:

- Service directories and coordinated referral services
- Job applicant data base access
- Technical assistance and linkages to access available resources
- Labor market, economic development and tax credit information
- Access to community development bank
- Rapid response and plant closure assistance
- Customized training/On the job training subsidies
- Technical advice/training regarding job retention strategies for special populations

B. Describe the process used for selecting the One-Stop operator(s) including the appeals process available to entities that were not selected as the One-Stop operators.

For the immediate program year following WIA implementation starting July 1, 2000, it is the recommendation of the Transition Board and the desire of the new WIB that existing One-Stop operators be grandfathered. This in accordance with the Statute that provides for the grandfathering of One-stop operators created prior to passage of WIA with One-Stop discretionary funds made available to the States and localities.

It is the intent of the WIB to re-examine its budget in light of the changed WIA allocations to determine the number of One-Stops which the WIB and County can afford to support and at that time to develop a request for proposals which will be released to the public. It is anticipated that by 2001 a One-Stop operator (s) will have been competitively procured.

This will allow the new Board to familiarize itself with the services of the One-Stop and allow the WIB to provide meaningful input into the specifications, evaluation criteria and final selection of the One-Stop operator(s). This will also result in the least disruption to clients who will be affected by the changed client flow and delivery system.

C. How will services provided by each of the One-Stop partners be coordinated and made available in the local One-Stop system?

It is the intent of the Orange County WIB to use the WIA funds as a catalyst to encourage cross training, investments in technology, exchange of information about clients and use of sister agencies in areas of their expertise where it can benefit another agency.

The WIB and Orange County will concentrate on technological coordination efforts

but in the interim will rely on staffing meetings and other manual methods of communication with the emphasis on customer service, reduction in duplication and increased cost effectiveness.

Coordination of the services provided by the One-Stop partners will be accomplished initially through the development of the Memorandums of Understanding (MOU) at both the system level and by the individual One-Stop Centers. Ongoing coordination will be the responsibility of the WIB. All One-Stop contracts will contain coordination requirements as specified in the MOUs.

D. What is your plan for delivery of core and intensive services?

All customers needing workforce investment services may be offered the following core services:

- Determinations of eligibility for WIA and referrals for eligibility determination to One-Stop partners
- Outreach, intake, and profiling
- Job Development
- Information on the services available through the One-Stop
- Initial assessments including support needs
- The provision of employment statistics for the labor market areas
- Job vacancy listings
- Information on skills needed to get the jobs
- Local occupations in demand
- The earnings and skills requirements for demand occupations
- Performance and cost information on the various courses of training
- Local area performance
- The availability of support services
- Referrals to Food Stamp and Medicaid programs and services
- Linkages to child support enforcement agencies
- Linkages to organizations serving fathers
- The ability to file unemployment claims
- Assistance in establishing eligibility for Welfare-to-Work eligibility determination
- Financial aid for education not WIA funded
- 12-month follow up for youth and to registered participants placed in unsubsidized employment.

Adult customers eligible for WIA either because they meet a priority of the WIB or are dislocated workers will be offered intensive services and possible referrals to training.

Intensive services are intended to identify obstacles to employment through a comprehensive assessment or an individual employment plan. Specific services needed by individuals such as counseling, career planning, referrals to community services, and referrals to training are provided.

While the following intensive services list is not all inclusive, during intensive services customers may be offered the following services:

- Comprehensive assessments

- Special assessments
- Diagnostic testing
- In depth interviewing and evaluation to identify employment barriers
- Development of an ISS
- Group and individual services
- Case management which is client centered
- Access to computer based technologies
- Job and career counseling during program participation after job placement
- Life skills/job club
- Other intensive services based on individual employment plan or assessment
- Out-of-area job search assistance
- Literacy activities related to basic workforce readiness
- Relocation assistance
- Internships
- Work experience

The Orange County workforce system has been relying on an individual referral system for providing training to clients. Added to this system will now be the provision of performance information with respect to the training courses available. This information will be available to all One-Stop users from the core services level through to the intensive services level for individuals WIA eligible who need skills to attain or retain employment. Throughout, even individuals not eligible for WIA support will be able to obtain information about financial aid in the event they want to access training.

Customers who need training will be provided a copy of the list of qualified training providers. The list will contain pertinent information related to completion and placement rates by institution and course of study. A case manager will be assigned that will assist the individual in making appropriate career and training choices.

For those needing financial assistance, policies and guidelines will be developed that will determine the dollar amount that will be placed in their ITA/Voucher.

E. How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals?

Services funded through WIA Title I funds are not sufficient to offer a broad range of services to either job seekers or employers. Additional funding from partner agencies and from outside Federal, state, local and private sources will greatly expand the level of participation and range of options open to these customer groups. The redirection of other community resources into a more strategic focus will also create the effect of an actual workforce development system that is visible and acknowledged in the community as something of value to a broad customer base.

WIA funds are too limited to fund any initiative from start to finish. It is sufficient to purchase services from partner agencies where needed, to perform outreach using Board members who frequently serve on other community boards and to form seed

money for other grant applications. Entities with workforce agendas may be invited to serve on the WIB so that their Boards can understand how WIA can be integrated with other more targeted services.

Staff and Board members will address employee meetings to better explain WIA. Entities co located will be expected to contribute to the fair share of the overhead as a part of the MOU negotiations.

WIA funds may be used for fee for service activities that will generate additional income for the centers and also help to leverage funds.

Through coordination, outreach, marketing, fee for service, and co-location it is assumed that greater cost efficiencies will be realized by the participating agencies as well as an increase in the total number of individuals which can be served. Through constant rotation onto the WIB and the continuation of the relationship with the Orange County Business Council and other economic development and business organizations the One-Stop will become familiar in the community.

Board members and staff will make themselves available as speakers at rotary, chamber and civic meetings. Newsletters and communications from elected officials will promote the One-Stop and encourage business and individual participation through the customer satisfaction surveys. The performance of the One-Stop system will be advertised through the One-Stop and the Internet. Technology will be another major promotional tool with linkages from the State and County websites to the workforce system.

Key to developing an effective system will be the flexibility to change to meet changing employer and employee needs for skills training and skilled employees. To this end the WIB will work with the School to Careers Taskforces and the educational system to constantly exchange labor market information collected.

As a part of a continuous improvement strategy, goals will be constantly re evaluated and benchmarked. It is anticipated that the best system will be an always evolving system moving in step with its community and the employment needs of the community.

F. Describe how the local system will meet the needs of dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farmworkers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; individuals with multiple barriers to employment; older individuals; people with limited English speaking ability; and people with disabilities.

It is intended that the partners coordinate their marketing efforts and perhaps extend that coordination to the two other Orange County workforce investment entities in the County. This will assure good penetration for purposes of outreach. WIB members will be encouraged to market the One-Stop system through other organizations with which they are involved.

Through co-location the agencies serving these targeted populations which are also

represented on the WIB will have a better opportunity to coordinate services and thereby increase the numbers of individuals to be served by reducing duplication of services to the same individuals by multiple agencies. Even though TANF is not a named partner in the legislation, since Orange County is the administrative entity for WIA and also delivers TANF services there is the ability for great coordination among County Departments.

The needs of these individuals will be met through the provision of the full range of core and intensive services described in WIA, along with the specific core and intensive services of the partners. Further as the list identified in the legislation is not all inclusive specialized services to the targeted populations can be provided as needed.

Orange County will rely on the traditional providers for services to older workers, and non-English speakers. The One-Stop will be prepared to step in with services to other targeted populations where the dedicated funding streams cannot meet their employment or training needs.

G. When allocated adult funds are limited, what criteria will you use in determining priority of service to ensure recipients of public assistance and other low-income individuals for intensive and training services?

The WIB will examine TANF, transition and welfare-to-work activities and enrollments. Based upon enrollments if sufficient funds are available in those grants to serve individuals receiving public assistance, then the WIB will consider opening up the priority system to individuals needing assistance in order to become self sufficient (the working poor). The WIB will continue to use the legislative barriers identified in JTPA in prioritizing individuals who are economically disadvantaged for intensive and training services.

H. How will the local system ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act?

In-service training will be provided to all One-Stop center staff with respect to equal opportunity and services to the disabled. From time to time as an employer service the WIB may arrange for employer workshops in these areas to assure that these policies extend beyond service to individuals to the actual workplace.

I. How will systems to determine general job requirements and job lists, including Wagner-Peyser Act provisions be delivered to employers through the One-Stop system in your area?

Several entities in Orange County are involved in localization of labor market information and they feed information to a number of sources that include the WIB. These organizations are the economic development agencies, the University system, private employer surveys and market research, Permanent and Temporary Placement agencies as well as the governmental entities such as EDD and the USDOL which are charged with the collection of labor market information and the translation of the information into general job requirements and job lists.

The WIB will take part in occupational forecasting meetings and workshops both statewide and regional to address job requirements and job lists which will be an

integral consideration in the selection of training courses. From time to time the WIB may either singly or in coordination with neighboring workforce areas also conduct employer surveys in new or emerging areas for which insufficient data exists for the WIB to make determinations regarding services.

J. What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act?

All core services as well as intensive One-Stop services will be offered to worker profiling and re employment service claimants. Individuals appropriate for referral to intensive services who also meet the adult or dislocated worker eligibility criteria will be offered vouchers where their profile and / or assessments so indicate.

Those claimants who are “profiled” as most likely to exhaust their UI benefits are scheduled to Initial Assistance Workshops (IA) that serve as an orientation to reemployment services. During the IAW, claimants must complete an individual reemployment plan. The plan generally involves a referral to other reemployment services and is considered an agreement between the claimant and the Department. When a claimant scheduled to an IAW fails to attend or fails to complete his/her plan, Job Service staff electronically notifies UI of the eligibility issue. The Department has a long-range goal to increase the number of UI claimants who receive reemployment services.

K. How will you ensure that veterans receive priority in the local One-Stop system for Wagner-Peyser funded labor exchange services?

Each One-Stop will have a greeter who is oriented and familiar with the target groups and the priorities required by the local WIB, the State and various legislative requirements. Basic data elements collected upon entry into the One-Stop will include a question relative to veteran status. Individuals identified as veterans will be assigned to the EDD Veteran’s program coordinator / liaison in each One-Stop office for Wagner-Peyser labor exchange services.

The EDD California’s Job Opening Browse System (CalJOBS), a statewide internet-based automated job listing system, has a 24-hour Veteran Priority Hold on all new and reopened job orders. During the 24-hour hold period, resume searches by employers, staff, and or employment and training partners will return only the resumes of Veterans meeting the job listing requirements.

L. What role will local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One-Stop system? How will you ensure adherence to the legislative requirements for veterans’ staff?

The roles of all the partners will be better defined following completion of negotiation of the MOU. However, it is anticipated that the local Veterans program representatives will familiarize themselves with the One-Stop services and will coordinate with the WIA funded staff to augment Veteran’s services where appropriate or where limited with WIA services. Veteran program staff will provide technical assistance and staff training to all One-Stop staff, including partners, relative to programs, resources and WPA priority of services for veterans. Case

Management services for veterans will be client-focused and client-driven. Veterans will be provided choices based upon need and the resources available to meet those needs.

M. How will you provide Wagner-Peyser Act-funded services to the agricultural community specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers? How will you provide appropriate services to this population in the One-Stop system?

Wagner-Peyser similar to WIA core services are available to all job seekers. Migrant and seasonal farmworkers coming into the Orange County One-stops will be offered access to Wagner-Peyser and WIA core and as appropriate intensive services including referral to training.

All One-Stop outreach will be County-wide and will be targeted toward all special segments of the County's population, with appropriate strategies taken to reach various segments. The migrant and seasonal farm workers will be a part of the customer satisfaction surveys conducted and will be offered services in their native language along with access to English as a Second Language to assure that both access to services and the ability to benefit from services is made available to these individuals. Interpreters will be available as needed in the One-Stops to be able to provide assessment services and to identify support and training needs of these individuals.

N. How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities?

Rapid Response services in this area will be provided by a Rapid Response Team located in the One-stop Center(s). Administrative coordination support will be provided by WIB staff as needed.

O. How do your rapid response activities involve the local board and the Chief Elected Official? [WIA, Section 1 18(b)(5), State Planning Guidance IV B.13.b.]

The WIB and the CLEO(s) receive WARN notices, establish policies related to dislocated workers, develop and approve rapid response services, and evaluate and provide oversight of the programs. They assure that:

- An eligibility determination and verification system for rapid response services is maintained;
- The plan will achieve or exceed its predetermined performance goals as set forth by the Department of Labor;
- There are written procedures for delivering the required services to eligible dislocated workers;
- There is a system for coordination with neighboring jurisdictions in cases of plant closing or mass layoffs;
- There is a policy for coordination with other appropriate program services and systems, particularly where the services of other systems can be provided at no cost to the worker readjustment program;
- Labor organizations are involved in the development and implementation of dislocated worker programs and services; and

- Affected labor organizations are consulted in the case of any assistance program that will provide services to a substantial number of their members.

The WIB and the CLEO(s) will also determine job opportunities for which dislocated worker could be retrained, and the training that exists or could be provided in the local area relevant to these job openings. This determination may involve use of the California Cooperative Occupational Information System (CCOIS) and consultation with representatives of the Employment Training Panel and the Trade and Commerce Agency.

Policies related to the order and provision of services upon receipt of a WARN notice are approved by the WIB which includes representation by the Grant Recipient, Orange County, through their designee to the WIB.

In the event the State of California uses the flexibility under WIA to expand Rapid Response services to entities in addition to those required to file WARN Notices the same policies will apply.

All allowable services from re-employment to retraining and placement will be made available to dislocated workers. Where appropriate labor/management committees will be appointed. Where employers are represented by organized labor the Rapid Response staff will coordinate with both management and organized labor.

The WIB and local elected officials participate in the approval of budgets and expenditures for rapid response activities through the approval of plans, contracts and performance requirements of WIB and Orange County service providers. The WIB and elected officials also approve any applications for discretionary State and/or federal funds where local allocations will be insufficient to meet the needs of the affected workers. Applications approved locally include projected services and costs.

In addition to the activities described in paragraph “P” below the Orange County Board of Supervisors and the WIB together with other governmental agencies and representatives, industry councils and labor organizations may work with employers and employee groups to:

- Develop prospective strategies for addressing dislocation events, that ensure rapid access to the broad range of allowable assistance
- Identify strategies for the aversion of layoffs; and
- Assist in devising and overseeing strategies for:
 - Layoff aversion, such as pre-feasibility studies of avoiding a plant closure through an option for a company or group, including the workers, to purchase the plant or company and continue it in operation
 - Incumbent worker training, including employer loan programs for employee skill upgrading

- Linkages with economic development activities at the Federal, State and local levels, including Federal Department of Commerce programs and available State and local business retention and recruitment activities.

P. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [State Planning Guidance IV B.13.c]

We will continue to use the Rapid Response team within the One-Stop to plan for the appropriate level of services. The team will also include representatives from local agencies not regularly a part of the One-Stop. When companies have various locations downsized, the rapid response services will be coordinated with neighboring workforce investment areas for a regional response.

Rapid Response services activities will consist of on-site assessment of needed employment and training services, coordination of community access to state economic development assistance, the formation of local labor management committees, including funds to cover start up costs of the committee, and access to labor market information.

Following the creation of an action plan, affected workers and employers will receive specialized orientations in a group setting to assist them in accessing services available through the One-Stop system. The orientation for workers will include how to file Unemployment Compensation claims and any additional services needed to transition to new employment.

Local outplacement firms/service providers will provide Job Search assistance workshops. Placement services will be conducted in cooperation with the employer. The One-Stop will make employers aware of any additional assistance available to their employees. If the business is no longer in operation, we will conduct target marketing to reach those workers still seeking employment.

The Following rapid response services may be available to dislocated workers and employers:

1. Dissemination of:
 - The State list of eligible providers of training services (including those providing non-traditional training services), for adults and dislocated workers
 - Information identifying eligible providers of on-the-job training and customized training
 - Performance and program cost information about these providers, as described in 20 CFR 663.540; and
 - A list of eligible providers of youth activities as described in WIA section 123;
2. On-site contact with the employer, representatives of the affected workers, and the local community, which may include an assessment of the:
 - Layoff plans and schedule of the employer
 - Potential for averting the layoff(s) in consultation with State or local economic

- development agencies, including private sector economic development entities
- Background and probable assistance needs of the affected workers
- Reemployment prospects for workers in the local community
- Available resources to meet the short and long-term assistance needs of the affected workers
- The provision of information and access to unemployment compensation benefits, comprehensive One-Stop system services, and employment and training activities, including information on the Trade Adjustment Assistance program and the NAFTA-TAA program
- The provision of guidance and/or financial assistance in establishing a labor-management committee voluntarily agreed to by labor and management, or a workforce transition committee comprised of representatives of the employer, the affected workers and the local community. The committee may devise and oversee an implementation strategy that responds to the reemployment needs of the workers. The assistance to this committee may include:
 - The provision of training and technical assistance to members of the committee
 - Funding the operating costs of a committee to enable it to provide advice and assistance in carrying out rapid response activities and in the design and delivery of WIA-authorized services to affected workers.
 - Providing a list of potential candidates to serve as a neutral chairperson of the committee.
 - The provision of emergency assistance adapted to the particular closing, layoff or disaster.
 - The provision of assistance to the local board and chief elected official(s) to develop a coordinated response to the dislocation event and, as needed, obtain access to State economic development assistance. Such coordinated response may include the development of an application for a National Emergency Grant under 20 CFR part 671. (WIA Secs. 101(38) and 134(a)(2)(A).)
- Initial group eligibility determination as applicable
- Assessments to make determinations regarding transitional skills
- All core services
- All intensive services
- Referral to training services including On the Job Training and Customized Training
- Re-Placement Assistance
- Coordination with neighboring Workforce Investment Area One-Stops

Rapid response activities under WIA will be made available to eligible workers affected by NAFTA and Trade Act programs. Following Rapid Response activities and as soon as the individuals are identified as NAFTA or Trade Act eligible they will be referred to the NAFTA and Trade Act providers.

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

It is the intent of the Orange County WIB and elected officials to offer all allowable training activities identified under the law at WIA section 134(d)(4)(D). Pursuant to the regulations at 663.300 the list is not all inclusive and the WIB and local elected officials reserve the right to include additional appropriate activities as may be necessary to meet the needs of our clients.

The WIB will use localized labor market information as well as information available from the Orange County Business Council and other economic development agencies to help assure that training and intensive services are relevant to the needs of business as well as clients. The WIB will consider self-sufficiency when approving courses of training that will be available to adults and dislocated workers. At all service delivery gateways and exit points it is the intent of the WIB to constantly measure customer satisfaction.

R. MEMORANDUM OF UNDERSTANDING (MOU):

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

1. MOU Description:

The MOU will describe what services the partner will provide clients through the One-Stop System, as it is very clear that under WIA all partners are expected to participate proportionately in the delivery of services and costs of operating the One-Stop system. This new level of an integrated delivery of services and costs will be discussed in the MOU.

2. Identify those entities with whom you are in the process of executing an MOU. Provide a status of these negotiations.

The Orange County WIB has established a One-Stop committee that is overseeing the negotiations. Meetings of all the partners are occurring to familiarize the partner client staff with each other's programs. Each agency has been asked to identify the core services that will be offered to clients through the One-Stop. The physical locations of the Orange County One-Stop Centers are identified in Attachment K. Agencies have been asked to indicate staffing that will be co-located in the One-Stop, along with necessary space, equipment and other overhead requirements. Upon finalization of all co-location arrangements the County auditor will be asked to review the cost allocation agreements. The Memorandum of Understanding Timeline is reflected in Attachment J.

3. What process will the local board use to document negotiations with One-Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [State Planning Guidance B.1.h. bullet 3 and WIA Section 121(c)]

The WIB will communicate with the agency heads of any local partner or representative unable to participate in or sign the MOU. Best efforts will be extended to accommodate partner concerns and acquire the necessary

signatures on the MOU. If negotiations have not been completed by June 15, 2000 and it appears that the hold up is due to a material disagreement as opposed to the finalization of documents the WIB and Orange County Supervisors will be notified and asked to provide formal notification of the partner's recalcitrance to the California State Board. At that time it is assumed that State impasse procedures will apply. The WIB will follow the State's impasse procedures. In accordance with the regulations any One-Stop partner who does not sign the MOU will not be able to take their seat on the WIB.

VI. YOUTH ACTIVITIES

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

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

On October 15, 1999, the Orange County Private Industry Counsel (PIC) was recognized as the transitional entity for WIA activities. The PIC Youth Subcommittee functionally acted on behalf of youth.

The Youth Council will include representatives of the various sectors mandated for participation under WIA. They will establish the parameters of the Request for Proposals for youth activities and oversee the competitive process used to award grants and contracts to youth serving agencies, subject to the approval of the full WIB. They will recommend eligible providers of youth activities and conduct oversight of the agencies that receive grants or contracts, and coordinate with other youth activities in the area. The WIB chairperson may assign additional duties as the need arises.

Additionally, the Youth Council will assume a leadership position and act as a catalyst and advocate for youth in our community. They will collaborate to host public events that demonstrate the community's commitment to expand job and career opportunities for youth.

B. How will youth services be connected with your One-Stop delivery system?

Beyond funding programs and activities, the OCWIB through the recommendations of the Youth Council hopes to instill a youth focus in all of our current services. Although operated at different locations, youth services are considered a part of the One-Stop delivery system. Currently, operators are coordinating access to information and services for youth with the closest One-Stop Center (or satellite) in their area. Over the next two years, we will assess the wisdom of bringing all youth serving agencies into the One-Stop Centers or developing Youth One-Stop Centers contingent upon availability of funds.

We envision a variety of relationships between the One-Stop Centers and the Youth Providers ranging from referral and co-enrollment to shared facilities and resources. In addition, One-Stop operators will be required to provide services to eligible youth. Older youth, 18-21 years old, seeking employment and not in need of special services, will be served as adults. Others if appropriate may be co-enrolled if significant barriers are identified. At a minimum, youth programs and One-Stop centers will share

information regarding employment opportunities, labor market information, and customers via Cal JOBS.

C. Describe how coordination with Job Corps, Youth Opportunity grants and other youth programs in your local area will occur e.g. School-to-Career.

Coordination of youth programs will occur through the Youth Council. At a minimum, membership on the Youth Council will include a representative from local law enforcement, youth and parents of youth seeking services, School-to-Career Committees, local public Housing Authority, representatives of organizations that have experience relating to youth activities, and designated LWIB members

D. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities.

There are numerous agencies providing youth activities in our region, including juvenile diversion, alternative education, GED instruction, health and mental health services, job readiness, career counseling, job placement, substance abuse, parenting and pregnant teen programs and youth development. Although these services exist, they are not always available in sufficient quantity or are not accessible to those youth who are most in need.

The Youth Council intends to review organizations that provide each of these ten elements and ensure quality services are available and accessible throughout the region to both youth and employers. Currently programs are transitioning to enhance their program designs to satisfy the human development need of youth and to enable youth to participate in making informed choices.

The system will be comprehensive to allow the opportunity for success for all youth. Recognizing the limitations of WIA resources, all partners must come together with their expertise and resources for young people. Communication, linkages, information sharing, referral procedures, issues of confidentiality and simplified eligibility must be addressed.

Additionally, the system developed will collect and review performance data and feedback from young people, their parents/guardians, and business, to continuously improve both the system and the individual agencies. Qualitative monitoring, on-going capacity building and in-service training will be provided. Promising practices and lessons learned will be shared across the system. As a part of our continuous improvement plan we will adopt specific goals for measurable, and accountable processes/services emphasizing participant success but flexible enough to accommodate change.

Successful providers of youth services in our community are Capistrano, Irvine and Newport-Mesa Unified School Districts; North Orange County Regional Occupational Program; the cities of Garden Grove, La Habra and Westminster; Orange County Sheriff Correctional Program; Tomkinson and Associates; and Employment Development Department.

All programs currently provide pre-employment work maturity skills, job specific skills, work experience and/or limited internship opportunities, labor market orientation,

remediation, job placement, referrals to additional/ enhanced educational opportunities. "Special Projects" have been developed for the summer programs. These projects are innovative and are uniquely designed activities having specific, measurable outcomes.

Identified areas which need improvement: Insufficient resources to meet needs; Lack of team goals; limited follow-up services; Insufficient reward or sanction for performance; Difficulty identifying *most* needy; Limited knowledge or accessibility to partner agencies; Lack of outreach to foster care systems; Limited outreach to drop-outs; Outreach to new employers (tend to use same employers over and over); Lack of a cohesive marketing strategy across programs; and Lack of services/support for the employers.

The new system will be developed to improve our ability to utilize different strategies for different groups that are age and stage appropriate. At least 30% of all funds will go to serve out of school youth with multiple barriers.

E. What is your local area's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities.

A major focus of the Youth Council will be the development of a comprehensive, coordinated system for providing services to youth, particularly those with special needs. The local area will also look to the State for Guidance from the State Youth Council which when established, creates a forum for information exchange and leadership.

The procurement process is designed to ensure comprehensive services for eligible youth through the selection of service providers that respond to identified youth needs. All service providers must describe how coordination with appropriate agencies to deliver the required service design and elements as well as other requirements determined by the Youth Council.

Consideration will be given during the RFP process to contractors that assist youth who have special barriers including youth who are transitioning from foster care or probation camps, are pregnant or parents, or have disabilities. It is required that all facilities meet the requirements of the American with Disabilities Act (ADA). Technical assistance will be provided to selected providers to further develop staff capacity in working with the various target populations.

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

1. **Preparation for Post-Secondary Educational Opportunities:** Youth programs will provide activities that strengthen basic academic functions to prepare students to meet minimum requirements for post secondary training. Courses offering remediation and successful completion of General Equivalency Diploma (GED) will be made available.

2. **Strong Linkages Between Academic and Occupational Learning: School age**

youth that are participating in the WIA youth program will attend academic and occupation classes in conformance with the student's Individual Services Strategy (ISS).

School age youth who enter the program as school dropouts will be guided to re-enter a comprehensive high school and pursue academic and occupational training or reenter through the Alternative School Programs. Academics will be provided through the community schools and vocation training through the Regional Occupation Centers.

3. **Preparation for Unsubsidized Employment Opportunities:** Out of school youth 18-21 will be served through the One-Stop Centers, or provided similar services through selected youth providers. The building of strong basic academic and basic work skills is a focus of the youth program designs. Program content is closely aligned with the needs employers have consistently expressed regarding basic employability. The Secretary's Commission of Achieving Necessary Skills (SCANS) will be incorporated into program designs.
4. **Effective Linkages With Intermediaries With Strong Employer Connections:** Both the One-Stop Centers and the various vocational programs in the schools are continuing to develop strong linkages to the employer community. Many community-based youth serving agencies, including those who have run summer youth components, also have effective linkages to businesses willing to employ youth. All of these various ties to the community will be used to create work experience, internships and career opportunities for youth enrolled in the program. A network will be established to cultivate and expand employer linkages.
5. **Alternative Secondary School Services:** Alternative schools may be used as a point of reentry for school dropouts, combined with additional support services provided through the WIA funded youth programs. They may also be used to keep youth in school who are in danger of dropping out of regular school or are in danger of not meeting graduation requirements.
6. **Summer Employment Opportunities:** The Youth Council will establish the percentage of available funds to be used for summer activities. Appropriate youth identified through assessment will receive job search assistance and information about effective job hunting to assist them in finding employment. The program will incorporate academic and occupational learning linked to work experience or limited internships consistent with guidelines established by the Youth Council and include a minimum of 12 months of follow-up services.
7. **Paid And Unpaid Work Experience:** Both paid and unpaid work experience will be offered to youth that can benefit from such experiences. Work experiences will be structured to be learning experiences. Worksite supervisors will be provided

sufficient training to ensure that this occurs. The work experiences will provide youth exposure to the world of work and the common expectations in the workplace. The experiences will be designed to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job, and to advance at their place of employment. Worksites will be selected based on their ability to provide the youth with career exposure and rudimentary skill development, and is not intended to provide employers with “free labor”.

Work experiences may include one or more of the following: Employability or generic workplace skills; SCANS; exposure to an industry or occupational cluster; job shadowing and internships; basic academic skills; entrepreneurship; and On-the-Job training

8. **Occupational Skills Training:** Out of school youth that lack the necessary skills to get and keep a job will be provided occupational skills training as determined by an assessment and consistent with their Individual Service Strategy. Regional Occupational Centers, Adult Education, local community colleges, and private schools will offer training to local area youth.
9. **Leadership Development Opportunities:** Leadership development opportunities may include community service and peer-centered activities encouraging responsibility and other positive social behaviors. Activities will be age-specific and appropriate, purposefully seeking to meet youth needs and build relevant experience enabling them to develop decision making and citizenship skills to become successful adults.
10. **Comprehensive Guidance and Counseling:** Various types of counseling will be offered through the youth programs and One-Stop Centers that promote good career choices and expanded job opportunities, while enabling them to effectively manage their personal and family life. In addition, referrals to substance abuse counseling or other services as identified and available.
11. **Supportive Services:** Supportive services will include transportation and child care assistance when needed. A wide range of other supportive services may be provided when acute needs arise, as determined by the program or the Youth Council.
12. **Follow-up services:** [Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.] Follow up services for youth will track the progress of youth in employment after training. Leadership development, adult mentoring, work-related peer support groups; regular contact with participant’s employer to resolve work-related problems; assistance in securing better jobs and more education; career development, financial planning and other supportive services leading to employment retention may be included.

All youth, particularly those most in need, will gain necessary skills to successfully transition into adulthood, careers, and further education and training.

VII. ADMINISTRATIVE REQUIREMENTS

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

Youth contracts similar to program services required to be competitively procured for adults will follow the Orange County procurement and purchasing rules.

The Request for Proposals will be released in March, 2000. Award grants and contracts for youth services to be approved by LWIB late April based on recommendations by the Youth Council. Youth funding will be available May 1, 2000 contingent on the approval of the 5-Year Plan.

B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA, Section 118(b)(9); State Planning Guidance III B.1.e.]

Grant and contract awards will follow Orange County procurement rules. In general non-competitive awards occur only in the event of an exigency, limited eligible providers or an emergency. It should be noted that compilation of an eligible provider list for purposes of Individual Training Accounts are not subject to procurement. Orange County may, as a governmental unit, also be entitled to contract with other governmental units without the need for procurement.

When requests for proposals, quotes or bids are released, a notice is sent to each and every entity that has previously submitted a response to a request for bid, quote or proposal as well as to entities requesting a copy of the specifications. Competitive procurements are publicly advertised and sufficient time is given to receive responses to assure that the public has an opportunity to review the specifications and prepare a response. Some requests for bids, proposals and quotes are also posted on the Orange County web site that can be accessed by anyone with a computer.

C. What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief elected Official?

The County of Orange will serve as the local grant recipient and distributor of grant funds.

D. What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers?

Successful proposals will exhibit clearly defined goals and an efficiently organized set of components and activities; establish collaborative partnerships with education, business, labor, social services, community-based organizations, higher education and government activities ensuring that participants can be successful.

The local Board will use the following criteria established by the State:

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

Since California has not yet identified minimum levels of required performance standards, the Youth Council will commit to:

- Collect necessary data.
- Report on WIA required performance measures according to standardized methodologies when they are final.
- The capacity to adhere to required minimum levels of performance.

In identifying effective and ineffective youth activities and providers, the Youth Council will consider the ability of the providers to:

- Meet performance levels to be determined by the State.
- Include customer satisfaction surveys.
- Involve family members in determining service needs.
- Facilitate relationships between youth and mentoring adults.
- Provide strong case management to track program outcomes.
- Provide a high level of advocacy to minimize barriers to youth success.
- Assist clients with the skills to be self-sufficient.
- Maintain fiscal responsibility.
- Demonstrate prior successes in providing employment and training services to youth by securing and encouraging involvement of local business and the employer.
- Provide access to comprehensive guidance and counseling.
- Provide outreach services to school dropouts and out-of-school youth.

Programs will be monitored a minimum of two times per fiscal year. All providers will receive technical assistance to aid programs in meeting performance standards. Those who do not meet standards will be given an opportunity to improve, and will

submit a plan of action identifying implementation of corrective action.

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

The Youth Council will define the sixth eligibility criteria before the release of the Request for Proposal March, 2000. The Council will take into consideration the State's recommendation of the following criterion: deficient in occupational skills; disabled; deficient in English; and identified as "at risk" by the local education agency.

VIII. ASSURANCES

The ORANGE COUNTY Workforce Investment Board and its staff assures the following:

- A. To establish, in accordance with Section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]
- B. Compliance with WIA, Section 184(a)(6), including:
 - 1. Implementation of the uniform administrative requirements referred to in WIA, Section 184(a)(3);
 - 2. Annual monitoring of local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
 - 3. Taking appropriate action, when necessary, to secure compliance pursuant to WIA, Section 184(a)(5).
- C. Compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. Funds received under the Workforce Investment Act will not be used to assist, promote or deter union organizing. [WIA, Section 181(b)(7)]
- E. Compliance with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. To collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. To comply with grant procedures of WIA, Section 189(c).
- H. The Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
- I. The veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The Wagner-Peyser Act funded labor exchange activities will be provided by merit-based public employees.
- K. That Workforce Investment Act Section 167 grantees, advocacy groups as described in the Wagner-Peyser Act, the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office

affirmative action plans, and that affirmative action plans have been included for designated offices.

- L. It complies with current regulations, 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farmworker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.
- M. The OCWIB has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
- N. It will comply with Section 504 of the Rehabilitation Act of 1973 and the American's with Disabilities Act of 1990.
- O. No funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and state laws and regulations.

IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This plan represents the ORANGE COUNTY Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

The Plan is submitted for the period of July 1, 2000 through June 30, 2005 in accordance with the provisions of the Workforce Investment Act.

On Behalf of the ORANGE COUNTY Workforce Investment Board

Signature: _____
Name: Jerry Dominguez
Title: Chairman, Orange County Workforce Investment Board
Date: _____

On Behalf of the Chief Elected Official(s) of the ORANGE COUNTY Workforce Investment Area

Signature: _____
Name: Charles V. Smith
Title: Chairman, Orange County Board of Supervisors
Date: _____