

## Section 1: Consortium Information

### Mendocino Lake Adult & Career Education

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## Section 2: Comprehensive Regional Three-Year Plan

### 2.1 Executive Summary

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Over the last three years, Mendocino Lake Adult and Career Education (ML ACE) consortium has developed in to a highly functional, collaborative group of adult education providers. Our mission is to collaborate and share resources across historical and institutional boundaries to provide adults in our region equitable, seamless and integrated educational and career pathways and services with multiple opportunities for successful entry and exit. This mission was initially created in 2015, revised again in 2016 and 2017, and remains as is moving forward. It is a strong representation of our consortiums focus.

In the last three years, our membership has grown to 10 members, from the original 7. New members joining us were Willits and Upper Lake Unified School Districts and Fort Bragg Unified transitioned over from another consortium. We also enjoyed the benefit of increased agency partnerships. Joining us through regular participation at our meetings were representatives from the local workforce development board, the Department of Rehabilitation and the Mendocino County Sheriff's Office. We have two consortium members who are voting members on the local and regional Workforce Alliance Boards.

In addition to creating stronger partnerships through board meeting participation, ML ACE hosted two Curriculum to Career (C2C) Summits that have served as key stakeholder input session and have helped direct our annual plans and our three year plan. These summits included stakeholders from adult education, college career education, employers from our target industry sectors and a wide swath of support service providers that serve our adult education population.

In the last three years, in alignment with our annual plans, ML ACE has accomplished many of the goals we set out to achieve. The results were evident in our enrollment, persistence and outcome data. In 2017-18, our average enrollment rate was 86%, average persistence rate was 60% and average outcome attainment rate was 115%. We are above the state average in all areas but persistence.

For the next three years, we have established goals and activities to improve our persistence rate and continue to maintain our enrollment and outcome rates in all program areas. We will continue our collaborative governance style meeting monthly as a voting board. Over the course of the last 4 monthly consortium meetings, we have established the following overarching goals to support our mission and demonstrate progress in our key indicators: 1. Identify, develop and expand offerings of non-credit Mendocino College curriculum in our priority career education pathways, 2. Improve enrollment in existing programs based on community needs data, 3. Create and implement strategies that improve the sustainability of our health care programs, 4. Improve the ease with which our students connect to outside support agency services, 5. Finish the pathway maps in our priority career education areas, 6. Continue to collect, analyze and improve the accuracy of our student data, 7. Improve student retention rates from enrollment to completion of personal education goals, and

8. Equitably fill program gaps throughout consortium. We have created three SMART goals to measure our progress: 1. By June 2022, improve the consortium average persistence rate to 70%, 2. By June 2022, increase the number of completed pathway maps from 1 to 3, and 3. By June 2022, increase the Mendocino College non-credit course offerings at Adult School locations by 10%.

## 2.2 Pre-Planning Assessment

ML ACE is made up of 10 member agencies, consisting of one community college, 2 county offices of education and 7 unified school districts. They are Mendocino College, Lake and Mendocino County Offices of Education, Anderson Valley Unified, Fort Bragg Unified, Kelseyville Unified, Round Valley Unified, Ukiah Unified, Upper Lake Unified and Willits Unified.

This chart represents our current program offerings at these locations:

<b>UKIAH ADULT SCHOOL</b> Beginning Computer Skills ESL Prep & Beginning Citizenship 21 <sup>st</sup> Century Soft Skills Workshops High School Diploma (HSD) High School Equivalency (HSE) HSD for Inmates HSE Prep & Testing for Inmates Vocational Nursing Program UVAH/Mayacama (AWD) Pearson Vue Testing Center	<b>ANDERSON VALLEY ADULT SCHOOL</b>  ESL - Beginning ESL - Intermediate ESL-Reading & Writing High School Equivalency Pre High School Equivalency Basic Computer Skills Citizenship Programs for Parents Home Health Aide	<b>COASTAL ADULT SCHOOL (Ft. Bragg)</b>  ESL Beginning ESL Blended Levels Citizenship High School Diploma Certified Nursing Assistant Tutoring	<b>MENDOCINO COLLEGE Ukiah Campus</b>  Basic English and Math ESL Beginning, Intermediate & Advanced HiSET Testing Proctors Academics for Adult Learners (AWD) Practical Living & Employment Skills (AWD)
<b>ROUND VALLEY</b>  High School Diploma Beginning Computer Skills Pre High School Equivalency ESL Beginning Creative Writing for Older Adults	<b>ED DONALDSON ADULT SCHOOL (Kelseyville)</b>  High School Diploma	<b>MENDOCINO COLLEGE Coastal Center</b>  Basic English and Math ESL Beginning, Intermediate & Advanced HiSET Testing Proctors	<b>MENDOCINO COLLEGE North Center</b>  Basic English and Math ESL Beginning, Intermediate & Advanced HiSET Testing Proctors Beginning Computer Skills
<b>WILLITS ADULT SCHOOL</b> High School Diploma	<b>LAKE COUNTY OFFICE OF EDUCATION</b>  Certified Nursing Assistant CNA Continuing Education Units Medical Assistant	<b>MENDOCINO COUNTY OFFICE OF EDUCATION</b>  Medical Assistant Dental Assistant Phlebotomy	<b>MENDOCINO COLLEGE Lakeport Center</b>  Beginning Computer Skills Basic English and Math ESL Beginning, Intermediate & Advanced HiSET Testing Proctors
<b>UPPER LAKE ADULT SCHOOL</b> High School Diploma			

This chart represents current funding levels by agency, for the 2019-20 fiscal year.

<b>Member Agency</b>	<b>(2019-20)</b>
Anderson Valley Unified	\$104,879
Fort Bragg Unified	\$37,773
Kelseyville Unified	\$58,262
Lake Co. Office of Education	\$96,248
Mendocino Co. Office of Education	\$11,395
Mendocino-Lake CCD	\$440,862
Ukiah Unified	\$795,524
Upper Lake Unified	\$9,083
Willits Unified	\$16,123
<b>Total Allocated to Members</b>	<b>\$1,570,149</b>

\*Round Valley is a non-funded voting member

Our key partners are Ukiah Valley Association of Habilitation (UVAH), Workforce Alliance of the North Bay (WANB) which funds Careerpoint of Lake and Mendocino, Department of Rehabilitation (DOR), Adventist Health Ukiah Valley (AHUV), Lake and Mendocino County Sheriff's Offices, and Redwood Community Services.

UVAH works closely with Ukiah Unified School District and Mendocino College to provide educational and employment support services to Adults with Disabilities. In the last three years, the AWD workgroup supported the work to create a course sequence leading to a certificate (CDCP) at Mendocino College and advocated to hire an employment specialist on site at UVAH, using allocated funds from the consortium. The funding pays for an employment specialist, or job coach, who's primary role is to assist adults with successful placement in long term employment opportunities.

The WANB created a Business Outreach position and this person attends our consortium monthly meetings, works closely with the agency administrators to build a stronger bridge between all agencies and the local American Job Centers of California (AJCC). These local AJCC's are called Careerpoint of Lake and Mendocino Counties. The centers' program manager works collaboratively with our consortium and attends monthly meetings. The staff of both centers refer adults to our agencies for services and supports them by working to decrease barriers in meeting their educational and employment goals. Federal WIOA Title I funding is used to support these activities.

The Department of Rehabilitation office has representation at our monthly meetings which has improved our agency referral process to this agency. With familiar faces and collaborative relationships, we are able to assist our students with decreasing barriers in meeting their educational and employment goals. Federal WIOA Title I funding is used to support these activities.

Adventist Health of Ukiah Valley has been an integral partner in working closely with our Medical Pathways Alliance workgroup. The focus of this group has been on sustainability of our instructional staff. AHUV has partnered with us through an instructional services agreement to build a recruitment pool of instructors that will support the ongoing offering of all our healthcare programs. AHUV will be subsidizing the instructional staff hourly wage using general fund dollars.

Mendocino County Sheriff's Office (MCSO) has been a long standing partner with Ukiah Unified School District to provide instructional services to inmates housed at the correctional facility. The program coordinator attends our monthly meetings and supports the instructional staff assigned to the facility. This program is supported by attendance apportionment funds, CAEP funds and MCSO inmate services funds. The Lake County Sheriff's office (LCSO) partners with Lake County Office of Education to provide HiSET testing services for inmates. This program is supported by CAEP funds and the LCSO inmate services funds.

Redwood Community Services (RCS) was contracted by ML ACE to teach a 21<sup>st</sup> Century World of Work Soft Skills boot camp class at the Ukiah Adult School last summer. The class was successful and will be offered in an ongoing partnership with Careerpoint of Mendocino through an MOU, using CAEP and CalWorks funding.

In addition to the key partners mentioned above, Mendocino College is leveraging current funding from the California Chancellor's Office SSSP and Student Equity programs. This funding pays for Outreach & Support Specialists to work one on one with our students supporting enrollment, educational planning and access to support services like financial aid, tutoring and other campus resources. Mendocino College is a key partner in providing many non-credit AEP classes at our adult school locations. These classes are supported by the college's unrestricted district funds and are leveraged with CAEP funding. Additionally, the business, construction & trades and healthcare departments are key partners in both non-credit curriculum development and providing for-credit



## Mendocino Lake Adult & Career Education

classes that are part of our priority pathways.

Table 1. Regional Service Providers

Provider Name	Provider Type	Address or location(s) where AE services are provided	Program Areas								If other, provide a brief description of services provided
			ABE	ASE	ESL	CTE	AWD	WR	PA	ACS	
Anderson Valley Unified	Education	Boonville	X	X	X	X				X	
Kelseyville Unified	Education	Kelseyville		X							
Lake County Office of Ed	Education	Lakeport				X					
Mendocino County Office of Ed	Education	Ukiah				X					
Mendocino College	Education	Ukiah	X	X	X	X	X	X			
Round Valley Unified	Education	Covelo									
Fort Bragg Unified	Education	Fort Bragg		X	X	X					
Ukiah Unified	Education	Ukiah	X	X	X	X	X				
Upper Lake Unified	Education	Upper Lake		X							
Willits Unified	Education	Willits		X							
Ukiah Valley Association for Habilitation	Education & Workforce	Ukiah					X	X			
Redwood Community Services	Workforce	Ukiah						x			
Department of Rehabilitation	Workforce	Ukiah						x			



Provider Name	Provider Type	Address or location(s) where AE services are provided	Program Areas								If other, provide a brief description of services provided
			ABE	ASE	ESL	CTE	AWD	WR	PA	ACS	
Mendocino & Lake County Sheriff Offices, Correctional Facilities	Other	Ukiah & Lakeport	x	x				x			Wrap around services for incarcerated individuals, including behavioral health, education, social/emotional, spiritual, & physical support.
Workforce Alliance of the North Bay Careerpoint Mendocino & Lake	Workforce	Ukiah & Lakeport						x			
Mendocino & Lake County Libraries	Education	Ukiah Lakeport	x								
Mendocino & Lake County Probation	Other	Ukiah & Lakeport									Refer adults on probation to the adult school services in the county
Veterans Affairs, Lake & Mendocino Counties	Other	Ukiah Fort Bragg Clearlake									Provide scholarships and guidance to veterans in their pursuit of educational and workforce readiness
Adventist Health & Sutter Health Hospitals and Clinics	Other	Ukiah, Lakeport, Ft. Bragg, Clearlake, Willits				x					Clinical site provider for our allied health care nursing programs
Lake County Tribal Health Center, Meadowood Nursing Center, Lakeport Post Acute, California Pacific Medical Center, (Sutter Bay Hospitals), Lakeview Community Health Clinic, Lake County Tribal Health Consortium	Other	Lakeport, Clearlake, Upper Lake				x					Clinical site providers for our allied health care nursing programs

Provider Name	Provider Type	Address or location(s) where AE services are provided	Program Areas								If other, provide a brief description of services provided
			ABE	ASE	ESL	CTE	AWD	WR	PA	ACS	
Redwood Coast Regional Center	Other	Lakeport, Ukiah, Ft. Bragg									Support adult students with developmental disabilities in workforce development and social/emotional needs

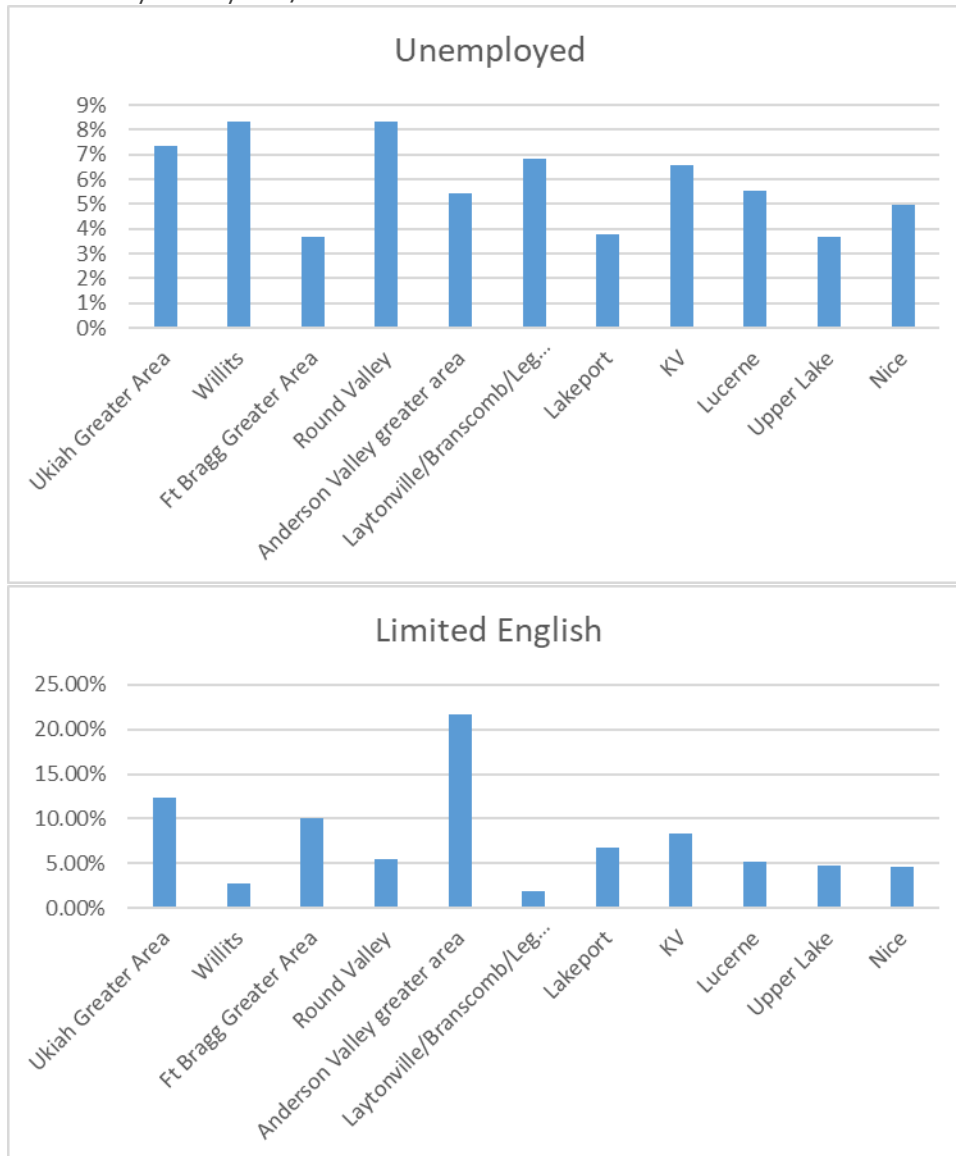
**Table 2. Funding for Adult Education Programs and Services**

Source and Type of Funds	Funding Estimates FY2019-20	Funding Estimates FY2020-21	Funding Estimates FY2021-22
<b>State / Federal Funding</b>			
AEP	\$1,573,190	\$1,573,190	\$1,573,190
CalWORKs	\$28,000	\$28,000	\$28,000
CCD Apportionment	\$48,496	\$48,496	\$48,496
Corrections	\$20,129	\$25,000	\$25,000
LCFF / District Funds	\$220,336	\$220,336	\$220,336
Perkins V	\$30,271	\$30,271	\$30,271
WIOA II	\$167,062	\$167,062	\$167,062
<b>Other</b>			
Fees	\$409,359	\$409,359	\$409,359
In Kind	\$624,441	\$624,441	\$624,441
Contracted Services	\$5,658	\$5,658	\$5,658
Other State Grants	\$31,332	\$31,332	\$31,332
Other Federal Grants	\$345,672	\$345,672	\$345,672
<b>Total</b>	<b>\$3,503,946</b>	<b>\$3,508,817</b>	<b>\$3,508,817</b>

## 2.3 Community Need and Customers

Over the course of 3 consortium meetings, we reviewed our demographic and workforce data for current customers and the regional community. We also looked at the top 7 industry sectors labor market data from the Centers of Excellence. From this data review we were able to make some conclusions about who our current customers are, where they live and what defines the populations engaged in our programs. Additionally, we identified the top 3 labor market sectors to focus our program offerings and for filling any identified gaps.

The following charts represent key demographic data regarding our current customers and the regional communities we serve in Lake and Mendocino Counties. This data was captured from the American Community Survey 2017.





From these charts we identified the following:

1. The northern portion of Mendocino County contains the highest unemployment rate.
2. Anderson Valley has the largest population of limited English speaking adults.
3. The northern section of Lake County has the greatest need for high school diploma/equivalency program offerings.
4. Poverty is significant throughout both counties, with the most significant in the northern most regions of Mendocino County and Nice in Lake County.

In some geographical areas, the demographic data above is aligned with programs that we currently offer. In other parts of our district this data has helped us prioritize program expansion based on need. For example, Anderson Valley has the highest need for programs for English language learners, and indeed, Anderson Valley Adult School in collaboration with Mendocino College offers the most robust set of classes and programs for English language learners in the district.

Upper Lake, Lucerne and Nice (all part of ULUSD) were previously not represented at our consortium. Data shows that this area has the highest need for high school diploma and or equivalency programs. In the past year, Upper Lake USD joined our consortium and has now been given on-going funds to create and sustain a high school diploma program. The data collected in this planning process has reinforced this as a huge need and allowed ML ACE members to easily prioritize and allocate funds to build a better program to meet the community need.

Building new programs in Northern Mendocino County to address issues of poverty continues to persist as an unmet need. The towns in Northern Mendocino County are tiny and geographically spread out making it extremely difficult to cost effectively provide classes in these rural areas. The most isolated and impoverished community in Northern Mendocino County is Round Valley. Based on this, the consortium prioritized brining classes to Round Valley early on, and we have successfully offered HiSET prep, diploma and ESL classes for several years.

Additionally, of the 90,000+ adults located in our two counties, 28,722 are adults with disabilities. This information was acquired from the Civilian non-institutionalized population, U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates. This data is for 16+ years of age, therefore, it is an over estimate. Ukiah Valley Association of Habilitation is a key partner in meeting the needs of the Adults with Disabilities. With the development of a certificate pathway at Mendocino College and the hiring of an employment specialist/job coach, we will continue our efforts to support this population.

Looking at Labor market data, we identified the top three industry sectors that have the highest potential for employment in the next 5 years. The details are listed below by industry sector:

### Healthcare

Occupational Title	Typical Entry Level Education	2022 Jobs	% Change 2017-22	Openings (New + Replacements)	Rounded Avg of Median Hrlly Earnings
Registered Nurses	Bachelor's degree	1,345	11.7%	459	\$40.90
Home Health Aides	HS diploma or equivalent	373	51.1%	297	\$12.20
Nursing Assistants	Postsecondary nondegree award	357	14.3%	230	\$14.00
Medical Assistants	Postsecondary nondegree award	248	5.7%	140	\$16.50
Dental Assistants	Postsecondary nondegree award	178	2.8%	99	\$18.90
Licensed Practical and Licensed Vocational Nurses	Postsecondary nondegree award	223	7.6%	91	\$24.40

### Construction & Trades

Occupational Title	Entry Level Education	2022 Jobs	% Change 2017-23	Openings (new and replacement)	Ave. Median Hrly Earnings
Construction Laborers	No formal ed. credential	754	3.7%	401	\$13.20
Carpenters	HS diploma or equivalent	674	(1.4%)	329	\$15.10
Operating Engineers and Other Construction Equipment Operators	HS diploma or equivalent	238	6.1%	140	\$22.80
Painters, Construction and Maintenance	No formal ed. credential	265	(3.4%)	118	\$13.50
First-Line Supervisors of Construction Trades and Extraction Workers	HS diploma or equivalent	198	(1.7%)	109	\$20.00
Electricians	HS diploma or equivalent	166	2.5%	97	\$24.80
Plumbers, Pipefitters, and Steamfitters	HS diploma or equivalent	150	3.5%	83	\$17.40
Roofers	No formal ed. credential	118	11.0%	68	\$16.90

### Business/Office Worker

Occupation	Entry Level Education	2022 Jobs	% Change 2017-23	Openings (new and replacement)	Ave. Median Hrly Earnings
Stock Clerks	HSD/HSE	864	7.3%	584	\$11.80
Sec & Admin Assists	HSD/HSE	923	(1.0%)	503	\$17.70
Office Clerks, General	HSD/HSE	805	3.0%	488	\$16.30
Receptionists	HSD/HSE	354	0.5%	234	\$13.60

Medical Sec	HSD/HSE	328	4.6%	184	\$17.10
Shipping, Receiving	HSD/HSE	167	1.2%	86	\$14.60
Exec Sec & Admin Assts	HSD/HSE	153	(7.7%)	85	\$22.40
Office & Admin Sup	HSD/HSE	105	2.7%	59	\$16.60
Postal Service	HSD/HSE	137	6.7%	53	\$20.80

This data was taken from the Centers of Excellence website, looking at the Supply and Demand tables for Occupational Projections. <http://coeccc.net/Supply-and-Demand.aspx> This labor market data supports our need to continue to offer courses in these areas and assist our students with employment connections upon successful completion of a pathway.



## 2.4 Identifying Goals and Strategies

ML ACE held four strategic planning meetings from which we reviewed and created our areas of focus going forward in to the next three-year strategic planning cycle. Present at these meetings were representatives from all our member agencies as well as our partners from the local Workforce Development board, Department of Rehabilitation, Ukiah Valley Association for Habilitation, Pinoleville Vocational Rehabilitation, and Mendocino County Correctional Facility. Summarized in the chart below are 8 specific goals we will use to focus our efforts and activities for improving programs and services.

**Figure 1. Strategic Plan Areas of Focus**

Mendocino Lake Adult & Career Education (ML ACE)  
 3 year Strategic Plan 2019-2022  
 Areas of Focus

**Mission:** To collaborate and share resources across historical and institutional boundaries to provide adults in our region equitable, seamless and integrated educational and career pathways and services with multiple opportunities for successful entry and exit.

<b>CAEP objectives # 4 Gaps in Services, #5 Accelerated Learning and #7 Leveraging Structures</b> <b>ML ACE Objective # 1: Identify, develop and expand offerings of non-credit Mendocino College curriculum in our priority career education pathways</b>				
Action Steps	Metrics	Person(s) Responsible	Funding/Resources	Timeline
Create and offer a construction corps program for adults in Lake and Mendocino Counties	Course offerings and student enrollment	ML ACE Director	CAEP/ML ACE and MC Apportionment	Fall 2021
Expand Mendocino College non-credit classes at adult ed. locations for ESL (incl. HHA), HiSet prep and beginning computers	Course offerings and student enrollment	ML ACE Director, Adult School Administrator	CAEP/ML ACE and MC Apportionment	June 2022

Create and offer short term intermediate non-credit computer classes (Microsoft Office Suite)	Course offerings and student enrollment	ML ACE Director	CAEP/ML ACE and MC apportionment	Fall 2021
<b>CAEP objective # 7 Leveraging Structures</b> <b>ML ACE Objective # 2: Improve enrollment in existing programs based on community needs data.</b>				
Action Steps	Metrics	Person(s) Responsible	Funding/Resources	Timeline
Continue annual marketing plan with Pacific Sky	Enrollment #'s	ML ACE Director	CAEP/ML ACE	ongoing
Hire Outreach & Support Specialists to serve Anderson Valley, Ft. Bragg and Covelo areas	Enrollment #'s	ML ACE Director	CAEP/ML ACE	ongoing
<b>CAEP Objective # 7 Leveraging Structures</b> <b>ML ACE Objective # 3: Create and implement strategies that improve the sustainability of our health care programs</b>				
Action Steps	Metrics	Person(s) Responsible	Funding/Resources	Timeline
Create and utilize an instructional services agreement template with Adventist Health	Final document	ML ACE Director	CAEP/ML ACE	Fall 2019 then ongoing

Combine healthcare advisory committees in to one meeting for all programs	Bi annual meetings	ML ACE Director & MPA workgroup lead	CAEP/ML ACE	Fall 2020
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**CAEP Objective # 3 Seamless Transition, # 5 Accelerated Learning, #7 Leveraging Structures**  
**ML ACE Objective #4: Improve the ease with which our students connect to outside support agency services**

Action Steps	Metrics	Person(s) Responsible	Funding/Resources	Timeline
Embed service providers at adult school locations (Careerpoint at Adult Schools)	Staffing schedule and student contact log	ML ACE Director and Careerpoint Program Manager	CAEP/ML ACE and WIOA Title I	June 2020 and ongoing
Implement Community Pro Suite (CPS)	System diagnostics	ML ACE Director and member agency admin.	CAEP/ML ACE	January 2020 and ongoing
Connecting our students to wrap around services needed for academic success	CPS	ML ACE Director, ML ACE Asst. , Member agencies and Outreach Support Specialists	CAEP/ML ACE	January 2020 and ongoing
Continue to outreach to agency partners to provide integrated services/leverage resources	CPS	ML ACE Director and member agencies	CAEP/ML ACE	January 2020 and ongoing

<b>CAEP Objective # 3 Seamless Transition</b> <b>ML ACE Objective #5: Complete pathway maps in the priority industry areas</b>				
Action Steps	Metrics	Person(s) Responsible	Funding/Resources	Timeline
Finish Business pathway map with inclusion of career centers as part of the student services	Completed map, published and distributed	ML ACE Director	CAEP/ML ACE	January 2020
Finish Construction/Trades pathway map with inclusion of career centers as part of the student services	Completed map, published and distributed	ML ACE Director	CAEP/ML ACE	January 2020
<b>CAEP Objectives #3 Seamless Transition, #4 Gaps in Services, and #5 Accelerated Learning</b> <b>ML ACE Objective #6: Continue to collect, analyze and improve the accuracy of our student data</b>				
Action Steps	Metrics	Person(s) Responsible	Funding/Resources	Timeline
Data workgroup meetings reviewing agency DIR, table summary and other applicable reports from TE or Launchboard	Data reports generated from TE or Launchboard, consortium enrollment, persistence and outcome data	ML ACE Director and member agency admin.	CAEP/ML ACE	July, October, January and April annually

<b>CAEP Objectives #3 Seamless Transition, #5 Accelerated Learning, and #7 Leveraging Structures</b> <b>ML ACE Objective #7: Improve student retention rates from enrollment to completion of educational goals</b>				
Action Steps	Metrics	Person(s) Responsible	Funding/Resources	Timeline
Provide students access to academic guidance services	Contact hours logged in MC data system	MC Dean of Student Services, ML ACE Director	CAEP/ML ACE MC SSSP	January 2020 and ongoing
Provide pathway presentations in appropriate adult ed courses to build awareness and help students stay connected	Sign in sheets, consortium enrollment, persistence and outcome data	ML ACE Director, Outreach & Support Specialists	CAEP/ML ACE	June 2020 and ongoing
Create work based learning opportunities in our priority pathways	CPS referrals to Careerpoint	ML ACE Director, member and partner agency admin	CAEP/ML ACE WIOA Title I	June 2022
<b>ML ACE Objective #8: Equitably fill program gaps throughout consortium</b> <b>CAEP Objective #4 Gaps in Services</b>				
Action Steps	Metrics	Person(s) Responsible	Funding/Resources	Timeline
Pilot medical scribe program for potential ongoing offering	Course offering, enrollment and completion data	ML ACE Director, member agency admin	CAEP/ML ACE, district/county LCFF and student fees	June 2020
Offer Basic Math for Trades as a non-credit MC course	Enrollment, assessment gains and outcome data	ML ACE Director	CAEP/ML ACE MC apportionment	

Table 3. Progress Indicators

1. By June 2022, improve the consortium average persistence rate to 70%.

The following objectives in our strategic plan will support the achievement of this goal: a. Improve enrollment in existing programs based on community needs data, b. Identify, develop and expand offerings of non-credit Mendocino College curriculum in the priority pathways, c. Improve the ease with which our students connect to outside support agency services, and d. Improve student retention rates from enrollment to completion of educational goals.

2. By June 2022, increase the number of completed pathway maps from 1 to 3.

The following objectives in our strategic plan will support the achievement of this goal: Complete pathway maps in the priority industry areas

3. By June 2022, increase the Mendocino College non-credit course offerings at Adult School locations by 10%.

The following objectives in our strategic plan will support the achievement of this goal:

- a. Equitably fill program gaps throughout consortium and b. Identify, develop and expand offerings of non-credit Mendocino College curriculum in the priority pathways

## 2.5 Piloting and Implementation

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With the creation of our focus areas, our consortium has clearly defined the activities we will target our resources towards for the coming three year cycle. The one activity that we will be implementing and expecting the greatest outcomes from is the implementation of Community Pro Suites (CPS) database application. The implementation of this database will be a coordinated effort of ML ACE member agencies with our local Workforce Development Board, Mendocino County Probation, Department of Rehabilitation, and the Ukiah Valley Association of Habilitation. Upon successful implementation, these agencies will be more effective at referring our adult students to each other for support services which will positively impact the students' ability to achieve their educational and workforce goals. This will lead to an increase in our persistence rate and an increase in employment and wage data.

At monthly data review meetings the director will prepare and bring reports from TE and CPS that compile the student data necessary to check on our progress indicator goals. We will monitor student persistence rates using CAEP Summary tables in TE. Through the CPS system, we will generate and review reports that identify individual students needing follow up. Each member agency will be responsible for the follow up and outreach, with the goal of assisting students with overcoming barriers to education and employment.

Mendocino College will continue to develop curriculum of non-credit courses to expand our course offerings at Adult Schools throughout our district. These offerings were identified through American Community data review, labor market review and community partner feedback. The results were to target offerings in Construction & Trades, Healthcare and Business. A Medical Scribe pilot course and Beginning Computer courses that lead to a certificate will begin in the Fall 2019. Construction courses and Intermediate Computer Courses leading to a certificate are targeted to begin in Fall 2020. In addition to the curriculum development, we are creating pathway maps and informational brochures to market these educational opportunities to adult students in our district. We have hired 3 Outreach & Support Specialist positions to increase our connection with the most rural areas of our district, Anderson Valley, Fort Bragg and Round Valley. These positions will deliver presentations at key community events and work closely with member agencies to integrate classroom presentations as well. We will measure the effectiveness of these positions by tracking the enrollment and persistence rates of these course offerings.