

Before the Board of Supervisors

County of San Joaquin, State of California

B-13- 548

MOTION: **Bestolarides/Villapudua/5**

APPROVAL OF WORKFORCE INVESTMENT ACT FIVE-YEAR STRATEGIC PLAN
FOR PROGRAM YEARS 2013-2017

THE BOARD OF SUPERVISORS DOES HEREBY concur with the recommendation of the Workforce Investment Board to approve the San Joaquin County Workforce Investment Act Five-Year Strategic Plan for Program Years 2013-2017, and

FURTHER, the Board of Supervisors does hereby authorize the Chairman of the Board of Supervisors to sign all documents related to this action.

I HEREBY CERTIFY that the above order was passed and adopted on
07/23/2013 by the following vote of the Board of Supervisors, to wit:

AYES: **Elliott, Villapudua, Bestolarides, Ruhstaller, Vogel**

NOES: **None**

ABSENT: **None**

ABSTAIN: **None**

MIMI DUZENSKI
Clerk of the Board of Supervisors
County of San Joaquin
State of California



Rachul DeBord
Deputy Clerk

A-13-234

**WORKFORCE INVESTMENT ACT
LOCAL STRATEGIC WORKFORCE PLAN
PROGRAM YEARS 2013-17**

Local Workforce Investment Area:

Name: San Joaquin County

Date of Submission: 7/1/2013

Contact Person: John M. Solis, Executive Director

Contact Person's Phone Number: (209) 468-3500

Check the box if you would like to be considered for High Performing Board Designation



2013

Workforce Investment Board
of San Joaquin County

LOCAL PLAN

San Joaquin County
worknet
www.sjworknet.org

Workforce Investment Board of San Joaquin County Local Plan

Section 1

THE SAN JOAQUIN COUNTY WIB

The San Joaquin County Workforce Investment Board (WIB) consists of 39 members representing each of the Workforce Investment Act (WIA) required partners and community-based organizations. The WIB is also represented by a broad spectrum of local business executives that reflect the nature and diversity of this community and local economy.

The WIB was established in 2000 by action of the San Joaquin County Board of Supervisors (BOS). As an instrument of the BOS, the WIB's primary function is to execute the provision of WIA services in San Joaquin County. At the time of formation, the BOS and the WIB executed an agreement to define the roles and responsibilities of each party to the agreement (Attached).

Subject to the BOS's approval, the duties of the WIB as defined by formal agreement include: the development of planning documents; the selection of One-Stop operators and service providers; the development of WIA budgets; program oversight; negotiation of performance measures; integration and coordination of WIA with economic development strategies; and coordinating the involvement of key stakeholders.

The County's Employment and Economic Development Department (EEDD) is the administrative organization providing staff to the WIB and overall coordination of both WIA and economic development activities for the County. Because the County's WIA administrator and Economic Development Association (EDA) are "housed under one roof," it provides near seamless coordination between the two organizations. The end result is that each entity's programs and activities complement and enhance the other's.

MISSION AND VISION OF THE SAN JOAQUIN COUNTY WIB

The WIB is very conscious of the strengths of the local area and economies. Since its inception in 2000, the WIB has done an excellent job at focusing limited WIA resources on programs and investments that have benefited local business and job seekers. Moreover, the WIB has established strong stakeholder partnerships on a local and regional level that provide a broad spectrum of input and collaboration further enhancing the outcomes and benefits to the community.

To this end, the WIB's strategic efforts described within this plan are designed to align with the Governor's vision for a shared prosperity, while simultaneously remaining true to the mission of the WIB.

Shortly after formation, the San Joaquin County WIB developed the following mission statement:

It is the mission of the San Joaquin County Workforce Investment Board to take the leadership role in bringing together the resources of the community to help job seekers find the right jobs and help employers meet their business needs.

The WIB will continue to focus its resources and training investment on those that provide the greatest benefit and return on investment for the local area and its unique economy. This focus includes the targeted industry sectors and clusters identified in the recently published Regional Industry Cluster Analysis and Action Plan commissioned by the California Partnership for the San Joaquin Valley (CPSJV). This study is referenced throughout this plan but described in detail within *Section 2 – Economic and Workforce Information Analysis*. The targeted industry sectors and clusters for the region and the local area are:

- Logistics
- Healthcare/ Health and Wellness
- Agriculture/Agribusiness
- Manufacturing
- Energy/Green Industry
- Water Technology
- Public Sector Infrastructure

These sector priorities were identified for the region through the CPSJV and later adopted by the Workforce Investment Areas that constitute the Central California Workforce Collaborative (CCWC).

The CCWC is comprised of nine workforce investment areas representing the counties of San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, Kern, Inyo, Mono, Amador, Calaveras, Tuolumne, and Mariposa. By focusing resources and training investments on these regional growth industry sectors and clusters, the WIB has aligned its local efforts with the Governor's vision to meet the workforce needs of high demand sectors of the regional and local economy.

Logistics, Manufacturing and Healthcare:

Within the industry sectors and clusters identified above, logistics, manufacturing and healthcare represent the greatest opportunities for job seekers in the region and best potential for return on training dollar investments for the WIB.

San Joaquin County's unique geographical position places it at the heart of a dynamic corridor ideally situated for business and industries tied to all aspects of logistics and

those industries in support of a strong agricultural base. The county's many attributes include extensive transportation facilities consisting of the Stockton Metropolitan Airport, major rail lines, and several interstate highways providing access and same-day delivery service to major California markets including the bay area and the greater Sacramento region. Of particular importance to the local economy are the Port of Stockton and the logistics-related jobs it generates through its import and export activities.

Located on the Stockton Deep Water Channel, 75 nautical miles due east of the Golden Gate Bridge, the Port of Stockton owns and operates a diversified and major transportation center that encompasses a 2000-acre operating area. The Port's annual report for 2012 (Attached) reflected the following highlights:

- 418 vessel arrivals and departures, the 2nd highest level in the last 35 years
- 2.9 million metric tons of combined import and export cargos
- More than \$1 billion in products handled, an increase of nearly 400% from 10 years ago
- More than \$40 million in additional revenue for the City of Stockton and San Joaquin County
- The initiation of the M-580 Marine Highway Corridor Project ultimately reducing truck traffic and congestion on the Interstate-580 highway
- And, most importantly, the Port of Stockton supports more than 4,500 good-paying jobs in this region.

The County also benefits from an abundance of affordable warehouse and manufacturing facilities and relatively cheap land when compared to the bay area. Considering the County has major rail lines, an airport that offers both passenger and freight transport, and the Port of Stockton, this region has unique potential for continued growth in manufacturing, logistics, and warehouse operations. The WIB has and will continue to focus a significant amount of its WIA resources and training investments in support of jobs tied to manufacturing and logistics.

On the immediate and mid-range horizon in the healthcare occupations, San Joaquin County is home to several new health care facilities creating thousands of jobs in this area. The \$900 million California Health Care Facility (CHCF) will open in 2013 and the \$280 million Veteran's Administration nursing home and outpatient facility will open in 2015. Both will have a major economic impact to the region during the construction phase and the on-going operation of the facilities.

Information and highlights for the CHCF include:

- 1,722-bed medical and mental health care facility on a 400 acre site
- Facilities totaling 1.2 million square feet

- The facility will employ approximately 2,400 individuals in a wide array of health care and non-health care positions
- Three state agencies (Department of Corrections and Rehabilitation, California Correctional Health Care Services, and the Department of State Hospitals) will employ a “Shared Services” model to recruit and staff the facility

Although smaller in scale, the Veteran’s Administration nursing home and outpatient facility also will have a significant impact to the region when it opens in 2015. The facility will consist of a 120-bed nursing home and a 165,000 square foot outpatient clinic. It is projected that the construction and staffing of the facility will create an estimated 900 jobs.

Information on the specific jobs target by the WIB related to the above is included within *Section 2 – Economic and Workforce Information Analysis*.

Regional Partnerships:

Over the last several years, the WIB has greatly enhanced its strategic collaborations with regional partners. The previously-referenced CCWC meets frequently (every six weeks) to discuss and collaborate on a wide spectrum of issues related to workforce development, economic development, higher education, and policy issues at the state and federal level. This collaboration resulted in the region-wide implementation of a common and standardized assessment system in ACT Inc.’s WorkKeys[®]. WorkKeys[®] is further defined in *Section 4 – Adult Strategies*.

The CCWC has also been successful at securing resources for multiple regional projects that have brought a significant amount of additional funding to the region. In part, these funds have and will continue to be used to gather and analyze economic and workforce information. The additional funds have also been primarily invested in classroom training, On-the-Job-Training, and supportive services for eligible clients.

In addition to the CCWC, the WIB is a member of the California Multi-Sector Workforce Partnership. This partnership consists of 21 contiguous local workforce investment areas stretching from Glenn County to the north (North Central Counties Consortium) to Orange County to the south. The WIB has also partnered with its neighbors in the East Bay on the New United Motor Manufacturing, Inc. (NUMMI) National Emergency Grant.

On a more local level, the Employment and Economic Development Department is a co-chair of the Business Team San Joaquin. BTSJ is a countywide group of employment and economic development staff that meet on a regular basis to promote the growth and prosperity of San Joaquin County Businesses. BTSJ includes the former Business Retention and Expansion Program Committee, the Enterprise Zone Advisory

Committee, and the San Joaquin Partnership's Community Coordinating Committee (Attached).

EEDD provides staffing for the Economic Development Association, which is the County's lead agency for Business Retention and Expansion, the San Joaquin County Enterprise Zone, and develops and maintains the County's Comprehensive Economic Development Strategy (CEDS). The seven-member EDA Board of Directors is comprised of one appointed position from each supervisorial district and two members of the County Board of Supervisors.

The other co-chair of BTSJ is the San Joaquin Partnership. The San Joaquin Partnership is a private, non-profit economic development corporation serving all of San Joaquin County. It is one of the economic development organizations seated on the WIB. Its focus is business attraction into San Joaquin County and its seven incorporated cities of Stockton, Lodi, Manteca, Lathrop, Tracy, Ripon and Escalon. Location assistance is available to large-scale office and industrial businesses through direct client contact.

The membership of the WIB and EDA are active on multiple levels extending its reach and influence on numerous issues related directly and indirectly to workforce preparation, economic development, K-12 education, higher education, County and city government, community development, and other important areas. Attached is a roster of the WIB, EDA, and the Revolving Loan Fund Board Membership. The roster lists each member individually and their affiliations with other boards, commissions, organizations, and faith-based and community-based entities reflecting how involved these members are in the local community and the extensive reach and influence they possess. In addition, the staff of the Employment and Economic Development Department and Economic Development Association is very active in the community further enhancing the partnerships and networking possibilities to address local and regional workforce challenges.

Strategies of the San Joaquin County Workforce Investment Board

In support of the WIB's mission and vision, the following strategies were adopted:

- The WIB shall promote the braiding of Workforce Investment Act (WIA) and other stakeholder resources in a strategic and comprehensive manner.

This 5-year strategic workforce development plan was developed to ensure alignment with the Governor's overall vision for California while recognizing the regional and local conditions that exist now and those that are projected for the future. This plan also recognizes and, to the fullest extent possible, aligns with

existing plans adopted and approved for the region. Currently, this is inclusive of:

- The San Joaquin County Comprehensive Economic Development Strategy (CEDS) (Attached)
 - The San Joaquin County Economic Development Vision and Implementation Plan (Attached)
 - The San Joaquin Valley Regional Industry Cluster Analysis and Action Plan
 - California Partnership for the San Joaquin Valley (Attached)
- The WIB will continue to convene key stakeholders and conduct community surveys to ensure resources are focused on meeting employers' needs for an appropriately-skilled workforce.

Annual summits of key stakeholders will be convened by the WIB to solicit input from: K-12 education, private educational providers, the community college; organized labor (including pre-apprenticeship programs); all WIA required partner agencies; targeted industry employers; economic development agencies; faith-based and community-based organizations; and other stakeholders.

The WIB is currently refining a new web-based survey to gather information from:

- Business
- Government
- Economic Development
- Local Elected Officials
- Organized Labor
- Education
- Job Seekers
- Youth
- Faith-Based and Community-Based Organizations
- Others

This survey, which will be released in September of 2013, will be based on the format used by the San Bernardino County Workforce Investment Board (Attached). This survey was found to be easy to navigate, with a broad spectrum of input from key stakeholders needed for a thorough survey.

The information gathered from these summits and other means will be analyzed and incorporated into the on-going operations governed by the WIB and, as

appropriate, incorporated at the strategic level in any future updates to the 5-year plan.

- To support a vibrant and growing local economy, the WIB will strive to meet the needs of local employers by ensuring job seekers have the core and job-specific skills required by local employers.

This plan supports the WIB's continued focus on investing training and other resources in sector-based strategies that result in industry recognized credentials. The plan also recognizes the strengths of the local economy and the needs of employers within key, high-demand industries, especially those related to logistics and healthcare.

To meet the needs of local employers, a blend of classroom training, On-the-Job Training, and other resources will be utilized. Of particular importance is the full-service One-Stop located on the campus of San Joaquin Delta Community College (Delta WorkNet Center). The partnership with the community college has greatly enhanced the opportunities for our clients to access training in the healthcare cluster. In addition, the WIB will strive to improve its relationship, coordination, and interaction with organized labor. To this end, the WIB will work through its labor representatives and others with similar interests, to enhance and further refine how resources can be better aligned to meet the needs of local employers, including those within the Trades.

- The WIB will enhance its efforts to encourage, broker, and coordinate economic development efforts in the region that support the retention and expansion of local business, as well as development of new business.

As mentioned previously, the County's WIA administrator and Economic Development Association (EDA) are both under the County's Employment and Economic Development Department (EEDD). This provides seamless coordination between the two organizations. The end result is that each entity's programs and activities complement and enhance the other's. The workforce development component of EEDD is complemented by the efforts of the EDA which provides a host of services to local business, small and large. These services include:

- Business Financing including the Revolving Loan Fund (RLF) and Small Business Administration (SBA)
- Business Training
- Building & Site Availability

- Labor Market Information
- Business Seminars
- Employee Recruitment & Training
- Economic Development Database
- Referrals to Business Assistance Programs
- Regional Economic Development Studies
- Community Profiles/Census Data

Additionally, the EDA provides business loan package preparation for acquisition of owner occupied land and facilities, machinery and equipment, leasehold improvements and inventory and work capital. Information and services offered through the Economic Development Association are available to any business considering expansion in the San Joaquin County area.

A major highlight of the EDA is the county-wide Enterprise Zone (Attached). San Joaquin County and the Cities of Stockton, Lodi, Tracy, Lathrop, Escalon, Ripon and Manteca offer business and industry the considerable advantages of a California State Enterprise Zone. The Zone encompasses approximately 662 square miles with more than 55 square miles of commercial and industrial properties. Companies locating or expanding within the Enterprise Zone may benefit from financing and tax incentives, development incentives, and business assistance. Through its Enterprise Zone representatives, approximately 2,400 business contacts were recorded last year. This process provides a means by which we are able to take the pulse of the employer community one business at a time. A wealth of information was gathered through this one-on-one process and incorporated into the day-to-day operations to further encourage, broker, and coordinate economic development efforts in the region that support the retention and expansion of local business.

Co-located with the EEDD and EDA is the San Joaquin Delta College Small Business Development Center (SBDC). The SBDC is a Partnership Program with the U.S. Small Business Administration. It serves the San Joaquin, Amador, Alpine and Calaveras Counties.

Through free and confidential business consulting and affordable training, SBDC can assist with any aspect of small business development.

- The WIB will strive to increase employment opportunities for target populations traditionally underserved in the workforce investment system, focusing on veterans, women in non-traditional occupations, the disabled and previously incarcerated individuals, including AB109 clients.

The WIB has actively pursued opportunities to increase service to target populations traditionally underserved in the workforce system. The WIB responded to the last two Veterans' Employment-Related Assistance Program (VEAP) Solicitations. The five local WorkNet Centers are actively engaged with partner staff on the Gold Card Initiative to provide unemployed post-9/11 era veterans with the intensive and follow-up services they need to succeed in today's job market. The Gold Card initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS).

The WIB participated in the CA New Start program and provided to recent parolees: job search seminars; individual employment plans; job development workshops; supportive services; employment referrals; On-the-Job Training; and job retention follow-up.

The WIB is a key part of the Public Safety Realignment (AB109) efforts in San Joaquin County. The WIB, through EEDD, is seated on the San Joaquin County's AB109 Community Corrections Partnership Commission by Board of Supervisor's resolution. EEDD has received a significant amount of Realignment funds to serve the AB109 population minimizing the impact to WIA funding and expanding San Joaquin County WorkNet service delivery to its participants. The realignment funds were used to create a mini one-stop where this population can conveniently access services through Probation, Behavioral Health, the Human Services Agency, County Office of Education and EEDD/San Joaquin County WorkNet. Through EEDD, participants have access to services similar to those offered through the WIA-funded WorkNet Centers including: job search workshops and access to a dedicated 10 station computer lab, job counseling, classroom training through the State's ETPL, On-the-Job Training, and follow up services.

Partnering again with the Probation Department, the WIB is engaged in a year-long planning process to develop new strategies to better serve youth dually involved in juvenile probation and child welfare. More detailed information on this effort is included in *Section 5 – Youth Strategies*.

As previously mentioned, the WIB is very interested in improving its relationship, coordination, and interaction with organized labor. This will result in increased opportunities for women in non-traditional occupations within the trades. The large healthcare facilities under construction, major infrastructure projects in the region and an improving housing market has renewed interest in construction and other trades. To facilitate more opportunities for women, the WIB will work

through its labor representatives and others with similar interests, to enhance and further refine how resources can be better aligned and braided.

Each of the five WorkNet Centers has the logistical capacity to serve the disabled. In addition, the main center located in central Stockton, has been fully assessed by a Certified Access Specialist professional (CASp) and upgraded to be fully compliant with the State's most recent California Building Code (CBC) and ADA requirements for Disabled Access. Each Center also has assistive technology and trained staff to facilitate services to this population.

Section 2 - Economic and Workforce Information Analysis

The San Joaquin County WIB has a priority focus of a blend of both the local area workforce and business needs. The San Joaquin County WIB staff conducts analysis on economic and workforce trends to maintain the priority focus.

Data Resources:

San Joaquin County WIB uses labor market and economic data from a variety of sources including California Labor Market Information Department (LMID) and the U.S. Census Bureau American Community Survey.

The WIB subscribes to Economic Modeling Specialists, Inc. (EMSI), which is a web-based tool providing current economic and workforce data. The EMSI tool pulls data from numerous sources including the U.S. Census Bureau, U.S. Department of Commerce, Occupational Employment Statistics, Federal Bureau of Economic Analysis, Industry Economic Accounts: Benchmark & Annual Input-Output accounts, the National Occupational Matrix, Equifax Business List Data and the California LMID. This tool enables the WIB to customize reports for industries, occupations, demographics, educational completions, inverse staffing patterns and skill and knowledge levels for our local area, the Central Valley Region, the State and the nation.

The WIB, as part of the CCWC, is in partnership with the California Partnership for the San Joaquin Valley (CPSJV) which takes a broad look at the regional economy. In 2012, the CPSJV commissioned a study of the major industry clusters in the Central Valley conducted by Applied Development Economics (ADE). CPSJV's work on the major industry clusters including a study of the local economy provided the data for determining the priority sectors.

Demographics of San Joaquin County:

Historically, San Joaquin County's economy has been based largely on agriculture. Employment in an agricultural economy brings issues of low-skilled, low-wage jobs. The data supports San Joaquin County's challenges of low educational attainment reflecting 22.8% being less than a high school graduate and 18.4% making less than \$9,999 in the last 12 months which relates to the County's median income of \$22,480. San Joaquin County's population is majority White and Hispanic followed by White non-Hispanic as displayed in Table 1¹. The two (2) top groups make up 74.6% of the county's population.

¹ U.S. Census Bureau, American Community Survey, 2011

Table 1: Population by Race	2011 Population	Percent of Population
White, Non-Hispanic	245,304	35.2%
Black, Non-Hispanic	48,248	6.9%
American Indian or Alaskan Native, Non-Hispanic	3,777	0.5%
Asian, Non-Hispanic	96,437	13.9%
Native Hawaiian or Pacific Islander, Non-Hispanic	3,453	0.5%
Some Other Races, Non-Hispanic	1,417	0.2%
Two or More Races, Non-Hispanic	22,925	3.3%
White, Hispanic	181,125	26.0%
Black, Hispanic	4,653	0.7%
American Indian or Alaskan Native, Hispanic	2,890	0.4%
Asian, Hispanic	2,682	0.4%
Native Hawaiian or Pacific Islander, Hispanic	622	0.1%
Some Other Races, Hispanic	64,935	9.3%
Two or More Races, Hispanic	17,746	2.5%
Total Population	696,214	100%

San Joaquin County's labor force is approximately 295,400² with an annual unemployment rate of 15.2% in 2012. The labor force of San Joaquin County has maintained a double digit unemployment rate since the Great Recession of 2008. With a 10.4% rate in 2008, increasing 2.3% from 2007, to an average high of 17.3% in 2010³, San Joaquin County's rate remained 35% to 45% annually higher than the State of California. Table 2 compares San Joaquin County's unemployment rate for 2012⁴ with both the State of California and the nation. The County's unemployment rate remains in double digits and continues to be higher than both the State of California and the nation. The unemployment rate varies by group based on age, sex and status (veterans, poverty and disability) as reflected in Figure 1⁵ with young adults, disabled individuals and those living below poverty level being the hardest hit.

Table 2: Unemployment Rates	2012
San Joaquin County	15.2%
California	10.5%
U. S.	8.1%

² California Employment Development Department Labor Market Information, 2013

³ California Employment Development Department Labor Market Information, 2013

⁴ California Employment Development Department Labor Market Information, 2013

⁵ U.S. Census Bureau, American Community Survey, 2011

Figure 1: Unemployment Rates by Demographic Group

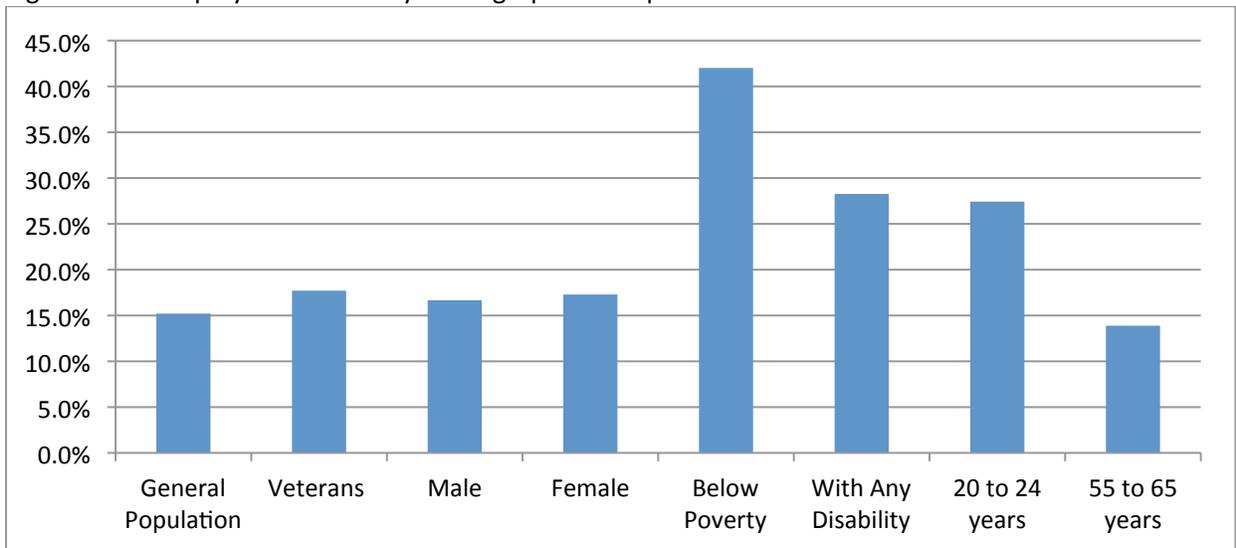


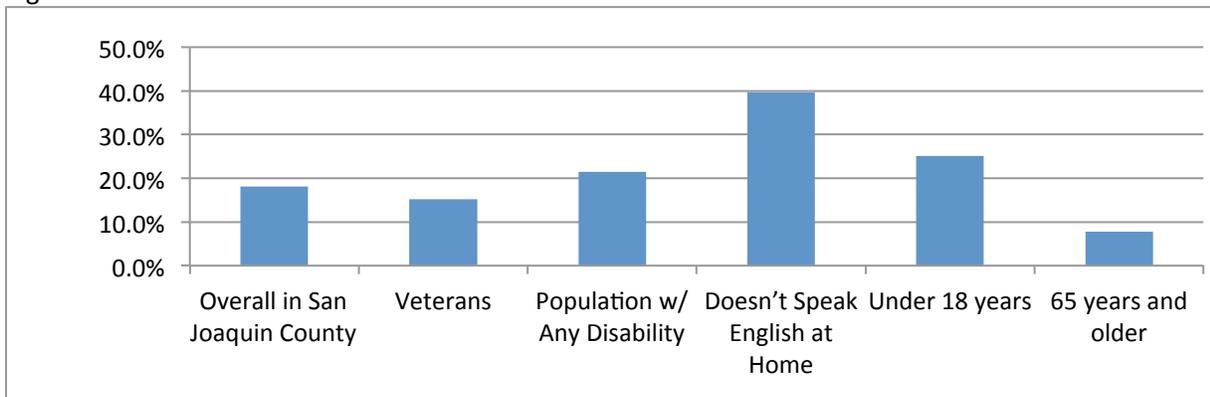
Table 3 (below) shows the poverty level in San Joaquin County high as compared to the State of California and the nation.

Table 3: Poverty Rates	2012
San Joaquin County	18.1%
California	16.6%
U. S.	15.9%

Challenges to living below the poverty line affect a wide span of individuals including veterans and disabled individuals. Most affected are Non-English speaking households with the increasing cultural diversity in San Joaquin County. This is an area that deserves further attention and resources.

Figure 2 (below) reflects the poverty status of the various groups.

Figure 2:



Source: U.S. Census Bureau, American Community Survey, 2011

Knowledge, Skills and Education Gap:

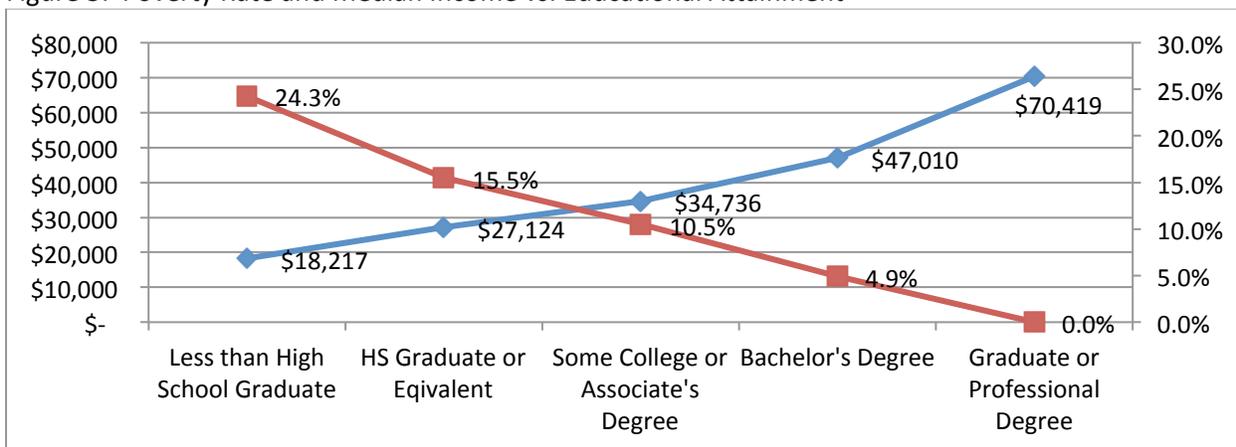
As shown below in Table 4⁶, San Joaquin County's overall population, 25 years and over, just slightly exceeds the State of California for the lower levels of education but falls behind in attainment of bachelor degrees and above. The educational challenge is to raise these lower levels of education to meet the needs and demands for academic and technical skills in the future.

Table 4: Educational Attainment by Level	San Joaquin County	CA
Less than 9th grade	11.8%	10.3%
9th to 12th grade, no diploma	11.0%	8.6%
High school graduate (includes equivalency)	26.5%	21.1%
Some college, no degree	24.2%	22.1%
Associate's degree	8.4%	7.7%
Bachelor's degree	12.4%	19.2%
Graduate or professional degree	5.8%	11.1%

San Joaquin County strives toward enhancing higher educational attainment to successfully attract businesses that require higher-skilled workers. Higher-skilled jobs will bring higher-wages leading to the improvement of the overall economy for our county.

Figure 3 shows the San Joaquin County's poverty rate and the median wage obtained as compares to the highest educational level attained. The educational gap shows with the increase in the education level the higher the income and the less chance to fall into poverty.

Figure 3: Poverty Rate and Median Income vs. Educational Attainment⁷



⁶ U.S. Census Bureau, American Community Survey, 2011

⁷ U.S. Census Bureau, American Community Survey, 2011

San Joaquin County’s employment demands are primarily in three of the five industry sectors: Logistics, Manufacturing and Health Care.

Table 5: Logistics		(Transportation)	
Knowledge		Skills	
Transportation		Active Listening	
English Language		Speaking	
Administration and Management		Reading Comprehension	
Public Safety and Security		Service Orientation	
		Critical Thinking	
Table 6: Health Care		(Health and Support Services)	
Knowledge		Skills	
Customer and Personal Service		Active Listening	
English Language		Speaking	
Medicine and Dentistry		Reading Comprehension	
Psychology		Service Orientation	
Administration and Management		Critical Thinking	

Within these sectors, there are occupations which are in great demand for the same skill sets (Tables 5 and 6). These two sectors reflect prime examples of the skill demands and the knowledge difference. While some of the knowledge areas show similarities, the educational attainment requirements are quite different.

To meet the demand, San Joaquin County is working to fill the educational gaps. Primarily, sectors employ in low to median wage occupations initially with additional training and education needed to maintain and advance. As described in Sections 3 and 4, San Joaquin County continues to fill the gaps of knowledge and skills in training with OJTs (On-the-Job Trainings) and ITAs (Individual Training Accounts).

The Logistics sector has an increasing demand for a variety of occupations including truck drivers, material movers and laborers as the economy grows. Approximately 69% to 78%⁸ of truck driver positions are filled by high school/equivalency graduates or less. With focus on this sector, training will continue to enable businesses to fill occupations with the skilled workforce that provides potential for living-wages and enables the region’s economy to grow.

The Health Care also has great need in the County with the aging population and the opening of the Department of Corrections (CDCR) Medical Facility. The gap in education, for this sector, is much greater from the low wage, low skilled Certified Nursing Assistant (CNA) to Licensed Vocational Nurse (LVN) to Psychiatric Technician

⁸ Economic Modeling Specialists, Inc. (EMSI), 2013

to Registered Nurse (RN). For Psychiatric Technicians, 64%⁹ have an educational level greater than a high school diploma.

To gain a better understanding of the skills gaps both in the County and in the Central Valley, the Central California Workforce Collaborative (CCWC) and the Community College Central Region Consortium (C6) will contract with Applied Development Economics to conduct the detailed analysis required by the Workforce Investment Act. This study will be funded using a cooperative Rapid Response Additional Assistance Grant awarded to the CCWC as well as funds from the Central Region Consortium. It will build upon the work conducted by the California Partnership for the San Joaquin Valley (CPSJV) and will update current regional and local information regarding workforce skill and knowledge gaps, employment related needs of target populations, and an evaluation of underemployment and jobs that can provide economic security. The analysis will be completed in the Fall of 2013.

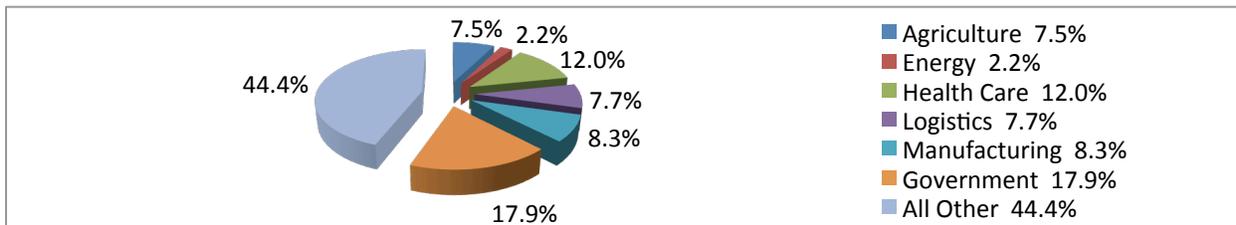
The Priority Sectors

Resources are focused on five high-growth, high-demand industry sectors:

- Agriculture/Agribusiness
- Manufacturing
- Health Care/Health and Wellness
- Logistics
- Energy/Green Industry
- Water Technology
- Public Sector Infrastructure

San Joaquin County utilized the California Partnership for the San Joaquin Valley's (CPSJV) sector analysis which was conducted in 2005 and recently updated in 2012 to identify priority sectors within the county. The identification of these sectors is in agreement with our own analysis of labor market information supplied by the California Employment Development Department Labor Market Division.

Figure 4 below identifies the percent of employment in San Joaquin County by priority sector:



Source: California Employment Development Department Labor Market Information, 2013

⁹ Economic Modeling Specialists, Inc. (EMSI), 2013

The Partnership for the San Joaquin Valley Cluster Analysis

The Central California Workforce Collaborative (CCWC) has been a member of the California Partnership for the San Joaquin Valley (CPSJV) since designation by Executive Order in 2006. In 2005, the CPSJV conducted a sector study of the Valley and determined the high growth and high demand sectors to be Manufacturing, Health Care, Logistics, Energy, and Agribusiness. The CCWC adopted the five targeted sectors as priority for the region. Each CCWC LWIA target their investments in high growth, high demand sectors in the region. While each local area has their unique micro clusters, there is a great deal of commonality in the definition and focus of the targeted high growth clusters at the regional level.

The CPSJV recently commissioned an update to their 2005 cluster study of the Valley. The 2012 study, *Regional Industry Cluster Analysis and Action Plan (Plan)*, analyzed the region's major economic clusters of Agriculture, Health and Wellness, Manufacturing, Energy, and Logistics, and added two (2) additional clusters due to their growth potential and importance to the region; Water Technology and Public Sector Infrastructure. According to the Plan, the clusters represent 52% of private sector employment in the region, but were responsible for 73% of private sector job growth. While the economy in the region experienced some minor growth during the past two (2) years, it was especially hard hit by the Great Recession. According to the Plan, the valley experienced rapid job growth from 2004-2007, but during the economic downturn, between 2008 and 2010, 92,000 jobs were lost. The Plan also highlighted the Valley's inability to capture the economic "value chain" of goods flow movements resulting in a leakage of economic potential, as well as a leakage of skilled workers who commute to jobs located outside of the Valley. To address these issues, a high level implementation blueprint has been included in the Plan with a focus on collaboration at a regional level.

With a strong partnership already in existence between the CPSJV and the CCWC, engagement through the implementation Plan will be timely and ongoing. Some opportunity for collaboration includes:

- The CCWC will work with the CPSJV to review Plan findings and recommendations and seek opportunities for alignment with existing work plans.
- Each LWIA will be able to align, as appropriate, the unique workforce needs of their county (augmented by their own local employment and training survey) with the regional plan. Additionally, they can provide advisory support on local stakeholders to be engaged in Plan implementation, as well as key local issues to be considered.
- Communication will be enhanced around cluster-focused issues to build scale at the regional level. The LWIAs will frame the unique needs of their county, the CCWC will roll this up to a regional scan of the workforce issues and opportunities, and the CPSJV will provide systemic linkages between economic

development, education, and workforce development partners (Central California Economic Development Corporation, CCWC, Central Region Consortium, C6, universities).

- As systematic linkages are strengthened, the members of this partnership will be positioned to reduce leakage, both in goods movement and workforce.
- The CCWC will braid the finding and suggestions of their commissioned Regional Infrastructure Plan as a Cluster Strategy for this workforce.

Five Sectors in San Joaquin County

This section concludes with industry snapshots of each sector for San Joaquin County. The five sectors are determined based on the NAICS codes identified by the CPSJV Cluster Analysis. Some of the clusters have overlapping NAICs due to the nature of the industry. For example, food processing is categorized in both the manufacturing cluster and the agricultural cluster.

Manufacturing Cluster

As in many regions, manufacturing is a source of family-sustaining-wage jobs and is an important component of each of the other clusters in the valley. The CPSJV Cluster identification for Manufacturing includes slight overlap in the Health Care, Logistics and Energy clusters due to small subsectors that can be categorized as more than one sector such as pharmaceutical manufacturing or truck manufacturing. The overlap with these sectors is negligible, representing a total of approximately 65 jobs between the three. However, overlap in the Central Valley between the Manufacturing Sector and Agriculture is more significant with 60.7% of manufacturing jobs overlapping with Agricultural Sector (ADE, 2012). In total, the manufacturing cluster accounts for 8.1% of total jobs in the region and for 8.3% jobs in San Joaquin County. The valley experienced job losses in this cluster, decreasing by almost 4% since 2010 (EMSI, 2013) while the state as a whole experienced manufacturing job losses of over 30% (ADE, 2012). The Central Valley region has a location quotient for this cluster of .99, meaning the employment concentration is similar to that of the state (ADE, 2012). The CPSJV cluster report identifies 6 components: Food Processing and Agriculture Support, Medical Device Manufacturing and Pharmaceuticals, Logistics Manufacturing, Energy Equipment and Petroleum Production, Water Flow Technology, and Diversified Manufacturing. The bulk of manufacturing jobs (63%) in the San Joaquin Valley are related agriculture (ADE, 2012). Most of the components experienced a decline in job growth however Food Processing and Agriculture related manufacturing experienced a growth of 2,717 jobs (4.4%) and energy equipment and petroleum production grew by 658 jobs (58.7%) from 2001 to 2010 (ADE, 2012).

Agricultural Cluster

By far, the largest cluster in the central valley is the Agriculture Cluster. Known for its fertile soil and a year-round growing climate, the Central Valley has long been a national and international leader in agriculture. The Central Valley is the largest agricultural producing region in the state of California which tops the nation for agricultural exports and production. The Central Valley produces 56% of the State's crops (including field crops, fruit and nut production and livestock products). Agriculture forms the base of the region's economy and is responsible for the emergence of "support industries, logistics and transportation systems, related research and business activity in water technology, energy and other related manufacturing". The SJVP report identifies 4 components of the Agricultural cluster which are Support, Production, Processing and Packaging, and Distribution (ADE, 2012).

The agricultural cluster, while the largest economic driver in the region has not experienced significant job growth during the past decade. The industry as a whole has grown in terms of dollars however the number of jobs has not matched the fiscal growth. Employment in the sector is affected by a number of factors such as new technology and immigration issues. There are a total of approximately 280,905 jobs in the cluster across the Valley when considering the entire cluster, including overlap with the manufacturing cluster. The cluster accounts for 23.1% of regional employment in the Valley and grew by 2.9% between 2001 and 2010 (ADE, 2012). In San Joaquin County, this cluster accounts for 7.5% of employment (EMSI, 2013). Of the four components in the cluster, distribution had the largest job growth with an increase of 27.5% from 2001 to 2010. The next largest growth components are Processing and Packaging, and Support experiencing job growth of 8.8% and 2.9% respectively while production jobs have decreased over the same period by 6.6%. It is good news that processing and packaging grew during the period of 2001-2010 since these jobs represent value added activities that occur in the Valley and add significantly to overall economic growth (ADE, 2012). Compared to the state, the Valley had more of an increase in jobs for this cluster. Additionally, the cluster was responsible for 19.7% of the job growth in the region between 2001 and 2010 (ADE, 2012). While San Joaquin County has been traditionally viewed as a productive and prime agricultural area, San Joaquin County has experienced a shift toward service based industries, particularly in the logistic/transportation/housing of goods. This cluster will be a focus of need in our future studies.

Energy Cluster

The SJVP report for the Valley divides the Energy Cluster into nine components: Alternative Energy Distribution, Alternative Energy Generation, Energy Efficiency, Equipment Manufacturing, Petroleum Production, Petroleum Distribution, Power Generation and Transmission, Energy Related Research, and Energy Related Services.

The energy cluster makes up 2.7% of total employment in the Central Valley (ADE, 2012). In San Joaquin County it makes up 2.2% of jobs (EMSI), 2013). Overall, the energy cluster has shown a loss of employment, largely due to losses in the Energy Efficiency component which includes residential and commercial electrical, plumbing, HVAC and insulation contractors; all professions that were affected by the recession in the Valley. Excluding the Energy Efficiency Component, there was a 15.4% increase in jobs for the cluster from 2001-2010 in the Valley (ADE, 2012). The state lost jobs in the Energy Cluster however, the Valley showed lower rates of job loss and many of the components of the cluster grew compared to the state average. According to estimates for 2010-2020, the cluster is expected to grow in the Valley by 18% as a whole, including the energy efficiency cluster (ADE, 2012).

Health and Wellness Cluster

According to the SVJP cluster analysis, the Health and Wellness Cluster is the source of the largest net job growth in the Valley and is the second largest cluster. The California Community Colleges Center of Excellence identified major factors that will affect the cluster's growth which include: the implementation of the Affordable Care Act, technology innovations in health information, e-health and telemedicine which are requiring new skills in Allied Health positions, and an aging health care workforce which may cause shortages as they retire. There is an inextricable link between the economic well-being of the region and the health of its people. The SVJP cluster report discusses the various challenges the Valley faces related to health care including the poor health status of the Valley's residents. The Valley lags behind the state in health indicators related to obesity, air quality, and limited access to health care services. Improving the sector performance is linked directly to improving the health outcomes for the region. By increasing sector output, residents' well-being and productivity will improve (ADE, 2012).

The Health and Wellness Cluster is made up of five components: health care delivery, medical device manufacturing, pharmaceutical manufacturing, supplies and service, and wellness and fitness. The SJVP report states that the cluster employment accounted for 10% of overall regional employment with 54% of job growth from 2001-2010 in the Central Valley (ADE, 2012). In San Joaquin County, this sector represents 12% (CA LMID 2013) of all jobs with expected growth of slightly less than 20% through 2020 (EMSI, 2013). Across the region the cluster had 128,000 jobs and the bulk of the 22,700 additional jobs from 2001-2010 were in the health care delivery component (ADE, 2012). San Joaquin County envisions a greater need for these skilled workers with the implementation of the Affordable Healthcare Act, the opening the California Health Care Facility and the Veterans Administration nursing home and outpatient facility.

Logistics Cluster

The Central Valley is ideally located to serve the western seaboard as a distribution hub. The comparatively low cost of land and a location within the 1-day, 250 mile turnaround distance for distribution to more than 30 million California consumers, places it as an ideal locale for retail and supply distribution centers. Additionally, being among the primary production regions for the nation's food supply, an effective and robust logistics and distribution system is not only essential to the region and State's economy, but the Nation's as well. There are challenges with goods movement in the region including the contribution to poor air quality and a depreciating transportation infrastructure. As addressed in the CCWC Public Infrastructure analysis conducted by Applied Development Economics (ADE), there is an estimated \$10.5 billion that will be invested in the region's non-rail transportation system and an estimated \$86 million in rail transportation (excluding high speed rail) making up 30% of total public infrastructure investments. This investment will prove critical to the region's economy as 44% of the region's job were associated with goods-movement dependent industries. More than 90% of goods movement in the Valley is done via truck transport which contributes to the poor air quality in the region. This presents a challenge given the expected 76% growth in the volume of goods by 2040 predicted by the San Joaquin Valley Interregional Goods Movement Plan (ADE, 2012).

The SJVP report divided the logistics cluster into seven components: Air, Rail and Water Transport, Truck Transport, Freight and Warehousing, Transit, Other Transportation Services, and Related Manufacturing. In total, the cluster makes up 2.6% of total regional jobs. Total employment in the sector grew by 15.2% between 2001 and 2010 and accounted for 10.5% total regional job growth (ADE, 2012). In San Joaquin County, this sector makes up 6.1% of the jobs and has the highest expected growth rate of all sectors (EMSI, 2013). The components that had the greatest job growth during the same period are Freight and Warehousing (29.7% growth) and Other Transportation Services (98.4%). According to EMSI estimates, job growth is expected to increase by 38.4% for 2010 to 2020 in the Central Valley which is a much greater growth rate than for the Health and Wellness Cluster. Clearly this sector has a substantial impact on the County's economic base providing a wide variety of high-wage, high-growth job opportunities.

Section 3 – Business Service Plan

The San Joaquin County Workforce Investment Board's (WIB) Business Development Committee

The WIB's Business Development Committee was established in 2004 to facilitate the development of a comprehensive service delivery system for the businesses in the Local Workforce Investment Area (LWIA). The Business Development Committee's primary objectives include, but are not limited to the following:

- The engagement of the Business community in conversation to obtain pertinent information and feedback on critical issues that impact our business community and/or the delivery of services to the business community.
- Promote the development and continuous improvement of WorkNet business services.
- Promote the participation of the business community in workforce development projects, programs and activities that enhance the organization's delivery of services to all our customers.
- Develop creative ideas to expand or add critical business services that can be provided by San Joaquin County WorkNet, the WIB One-Stop Service delivery System.

One of the critical objectives of the Business Development Committee is to educate the business community and promote the business services that are provided and available through the San Joaquin County WorkNet Centers. It also has the responsibility of keeping the Workforce Investment Board (WIB) informed on what San Joaquin County WorkNet is doing to meet the needs of the business community. It is responsible for processing feedback and facilitating the interaction between private sector employers and San Joaquin County WorkNet.

The San Joaquin County Workforce Investment Area (LWIA) has developed a comprehensive strategy for identifying the needs of the employer community in San Joaquin County which includes strong collaboration from our community partners.

The Comprehensive Economic Development Strategy Process

The San Joaquin County Board of Supervisors has designated the San Joaquin County Workforce Investment Board as the body to review and approve San Joaquin County's Comprehensive Economic Development Strategy (CEDS) and make recommendations for final approval. As a business majority-led Board, the WIB has the opportunity to provide input regarding the infrastructure needs and priorities for San Joaquin County.

The WIB's Business Development Committee convenes the CEDS Task Force which also includes our Economic Development organizations on the WIB, representation from Economic Development Departments for each municipality in San Joaquin County, and representation from the County Administrator's Office. The CEDS Task Force prepares an economic development plan which includes prioritized infrastructure projects for San Joaquin County. This process takes into consideration the infrastructure need in our community for the growth and emerging industries in the area.

Once the CEDS is approved by the WIB and the San Joaquin County Board of Supervisors, it is submitted to the Federal Economic Development Administration for final approval.

San Joaquin County WorkNet is an engaged member of numerous business organizations, including the Chambers of Commerce in each community. There are currently 16 Chambers of Commerce in San Joaquin County. WorkNet Center Employer Services staff are assigned to each agency. They attend Chamber meetings and are actively engaged in conversation with businesses to determine their need for business services, labor, and workforce development. The Employer Services Specialist also develops the On-the-Job-Training Contract and facilitates the referral of WorkNet Center customers to employers to fill their labor demands.

The Chambers Of Commerce are strong business representatives and partners in our service delivery system. They facilitate the convening of focus groups with growth and emerging industries to determine their needs for a skilled labor force, training needs, skills gaps and barriers that are impeding growth and business development. The Chambers of Commerce have been and will continue to be a strong resource for identifying business needs and validating labor market information for our service delivery system.

One example is our recent series of forums with Recycling, Green Manufacturing, & Renewable Energy Companies convened with the assistance of the Greater Stockton Chamber of Commerce. Three sessions were held to brainstorm critical issues, identify needs and opportunities for businesses in this cluster and what actions were needed to accelerate future growth in the industry. An action plan established leaders and organizations that continue working on the delivery of action items.

The Economic Development Association operates a Business Retention and Expansion Program (BREP) in partnership with over thirty-seven business servicing organizations including nine (9) local Chambers of Commerce, seven (7) municipalities, Small Business Development Center (SBDC), San Joaquin County WorkNet, University of the Pacific, San Joaquin Delta College, State and Regional Regulatory agencies, business

and Local Elected Officials. The objective is to promote a friendlier business climate and help business organizations access available resources, services and programs that will address their needs to avoid serious situations that lead to business closure or downsizing. Our Business Retention and Expansion Program (BREP) Specialists make regular visits to our primary industries to determine and review their needs, barriers to growth and job development and need for business services. BREP visits provide us with valuable opportunities to meet employers and build our business intelligence by collecting data on employer needs and issues.

Our On-the-Job Training (OJT) Program is an excellent resource for identifying employer needs and validating the labor market demand of our target industries and occupations. Our job development team goes out to visit our target employers and any employer in need of hiring. A Job Order is taken which will be processed for either direct placements or subsidized OJT program activity. If the Employer Services Specialist uncovers an additional need for services, a referral will be made to the specific program the employer needs within our WorkNet Center or through our partner agencies

Integrated business services through the One-Stop delivery system

In San Joaquin County there has been a strong working relationship and collaboration between the Workforce Investment Board's One-Stop center service delivery system and the State Wagner-Peyser local Job Service. However, with the majority of Wagner-Peyser staff not co-located in a One-stop WorkNet Center, integration of services was difficult.

With the July 2013 integration of the Fremont Street stand-alone Wagner-Peyser office into the Stockton WorkNet Center all WIA-funded, Wagner-Peyser Job Service staff, and partner agency staff will be co-located in one convenient location. Administrative and operational managers will also be under one roof, allowing for better and more constant communication between the State and partner agencies. Wagner-Peyser Job Service staff will be more engaged with collaborative business groups that are part of the WorkNet Service Delivery system.

Regular meetings between local one-stop center staff including Wagner-Peyser staff are held on a weekly basis to facilitate the delivery of services to our mutual business and job seeker customers. At the meetings, emphasis is placed on special grant funded activities like the U.S. Department of Labor's National Emergency Grants and funding through the Governor's Discretionary Grant. Both agencies are active and engaged partners in the delivery of Rapid Response activities as well as facilitating the delivery of employment and training services to adult and dislocated workers coming through the WorkNet Center. Partner agencies are also working with employers facilitating youth

employment opportunities during the summer. With all Wagner-Peyser Job Service and local one-stop staff co-located at the WorkNet Centers, business service integration will be much easier and much more effective.

Business and Economic Development Center at San Joaquin County WorkNet

San Joaquin County WorkNet has a Business and Economic Development Center within its primary WorkNet Center located at 56 South Lincoln Street in downtown Stockton. The Center was established to facilitate the delivery of services to local businesses in our community and to promote business growth and job creation.

The benefit of co-location in the main Stockton facilities is that both Centers have access to each other's resources, allowing for more business service integration, while at the same time playing a greater role in delivering services to business customers.

The Business and Economic Development Center provides access to a wide variety of business services and programs offered by numerous organizations including, but not limited to, the following partners:

- San Joaquin County WorkNet Center
- Economic Development Association and its BREP
- San Joaquin Delta College's Small Business Development Center (SBDC)
- San Joaquin County Enterprise Zone and its Partners
- Revolving Loan Fund Board

Through our Business and Economic Development Center, local businesses are also able to access a variety of resources made available through other partners associated with the Center. Such services and programs include, but are not limited to, the following:

- University of the Pacific's Entrepreneurs Program – where referred customers have access to business financing and educational opportunities available through the University.
- The Revolving Loan Fund (RLF) provides loans of up to \$1 million to growth and emerging businesses when traditional lending sources are unavailable and banking institutions are reluctant to make such loans due to risks. The only criteria for consideration is that the business:
 - Must be in San Joaquin County.

- Must have the ability to pay back the loan based on their business plan and revenue projection.
- Must create or retain jobs.
- Unable to secure alternate financing.

RLF staff offer a wide variety of services to businesses, including referral to lending institutions, and technical assistance on business plan development. They can also refer to other partner agencies for services.

- Small Business Development Center (SBDC)

Located in the Business and Economic Development Center, the San Joaquin Delta College's Small Business Development Center offers a variety of services and resources to small business owners and individuals interested in starting their own business. Services and resources available to our customers include the following:

- Entrepreneurial Training Program
- Small Business Start-up Workshops
- Business Consulting, Training and Referrals
- Business Plan Development
- Computer Access
- Virtual Office/Incubator
- Referrals to Partner Agencies for Services

In partnership with our Revolving Loan (RLF) program, the SBDC helps small business owners develop a financial package and identify financial resources for loans from \$5,000 to over \$1 million. Micro loans between \$5,000 to \$25,000 are available for SBDC clients subsidized through the RLF program.

- Business Retention and Expansion Program Services and Committee (BREP)

The Economic Development Association operates a Business Retention and Expansion Program in partnership with more than thirty-seven business servicing organizations including nine (9) local Chambers of Commerce, seven (7) municipalities, SBDC, San Joaquin County WorkNet, University of the Pacific, San Joaquin Delta College, State and Regional Regulatory agencies, business and Local Elected Officials. The objective is to promote a friendlier business climate and help business organizations access available resources, services and programs that will address their needs to avoid serious situations that lead to business closure or downsizing.

We work with all of our BREP partners to support our businesses by helping them access the resources they need for growth and prosperity. We work with the San Joaquin Partnership and City Economic Development Departments to support large business expansion efforts into San Joaquin County including industry attraction projects from other states and countries.

San Joaquin County WorkNet has access to a variety of Collaborative Partners and their programs. Together we are building a comprehensive service delivery system more responsive to the business community and our growth and emerging industries.

Convene Special Meeting with Partner Agencies to Promote Collaboration

The Workforce Investment Board and its Business Development Committee will be instrumental in strengthening the collaboration between business, education and economic development. They will act as a catalyst for bringing partner agencies in educational, economic development and industry associations to the table to hold conversations with priority industry sectors and address critical workforce development issues.

Meetings with partner agencies and WIB members facilitate conversations on critical issues that promote workforce development in San Joaquin County. We will continue to hold these conversations with an expanded agenda. Critical issues on our agenda at these meetings include, but are not limited to, the following:

- Career Pathways for Target Industry Clusters
- Labor Market Information
- Articulation of classes between K-12 and the community colleges.
- Customized training through the community college subsidized by ADA, WIA and private sector.
- Layoff Aversion strategies.
- Rapid Response activities.
- Business Retention and Expansion.
- High Demand occupations experiencing a shortage of employees.
- Support for growth and emerging industries.
- Conversation with high growth industry sector regarding their needs for qualified candidates and training.

Business Team San Joaquin – An Effective Collaborative Effort

The Employment and Economic Development Department (EEDD) of San Joaquin County is the administrative entity for the San Joaquin County's Workforce Investment Board, the Economic Development Association, the Revolving Loan Fund Board, and San Joaquin County's Super Enterprise Zone Program. As partner agencies, we work closely to address the needs of the business organizations in our community. EEDD operates as the agency that convenes Business Team San Joaquin.

Business Team San Joaquin is a collaborative association of committed business development agencies, service organizations and business leaders organized to promote business growth and development, job creation, business retention and expansion, and facilitate the access to business services and resources by business organizations in need of services. Meeting on a regular basis, Business Team San Joaquin focuses on the needs, concerns and issues impacting our business community and facilitates the delivery of needed services and access to resources available in our community. Our objective is to:

- Create a friendlier business climate, one that supports business growth and development;
- Support our growth and emerging industries, and help them prosper and create jobs in our community;
- Help to retain our businesses in San Joaquin County; and
- Support industry expansion and attraction from other states or countries.

This year, Business Team San Joaquin became an even stronger economic force with the consolidation of three (3) active business support groups. For years, these groups met separately to promote business development, retention and expansion.

1. Economic Development Association - San Joaquin County WorkNet Business Retention and Expansion Program Committee met to support business retention, expansion, job creation and business development.
2. Enterprise Zone Advisory Committee included all the Economic Development Departments of each municipality, other Economic Development Centers including San Joaquin County WorkNet, focusing on critical issues concerning the marketing and operation of the Enterprise Zone and business outreach.
3. The San Joaquin Partnership's Community Coordination Committee dealt with issues, needs and concerns of new businesses expanding into San Joaquin

County. As an industry attraction economic development organization, several of its committees were involved in the other two groups.

The consolidation of these three groups into one with multiple agendas has created a stronger collaborative entity with greater resources and political influence at its disposal.

In fulfilling its mission to improve San Joaquin County's economic climate, Business Team San Joaquin now includes greater representation from the many organizations that deliver services to businesses and promote economic development in San Joaquin County.

Regional Collaboration

Through our CCWC Regional Collaborative and our association with the California Partnership for the San Joaquin Valley, we are connecting with our Community Colleges from Kern to San Joaquin County and supporting each other's efforts to fill the training and educational gap and prepare a skilled workforce responsive to the needs of our communities.

San Joaquin County has strong regional collaboration that will support our target growth and emerging industries and promote economic prosperity. Groups like Business Team San Joaquin are taking collaboration beyond San Joaquin County to create better opportunities and bring more resources into our community through competitive Regional Projects. Working together we strengthen our channels of communication and enhance our capacity to braid mutual resources creating a friendlier business climate that promotes business growth and economic development.

Through strong communication and collaboration between our partner agencies, we will better understand our needs, our strengths, and opportunities within the San Joaquin County Local Workforce Investment Area, enabling us to support our growing and emerging industries and business expanding into our community.

Identifying training and educational barriers, skill gaps and priority sectors

Workforce development and preparing a skilled workforce in response to the needs of priority sector employers will continue to be a priority for San Joaquin County WorkNet. The critical objective will be to fill the training gap with:

New Coursework, Curriculum & Training Programs through our Education Partners

To accomplish this objective these education partners will have to be at the table, participating in our labor market and industry sector studies, sharing our information about new skill set requirements in current and newly developed job classifications.

Contract Education through our Community College Partners

Where there is a gap in training and strong demand for a trained labor force, we will look toward our educational partners like San Joaquin Delta College and San Joaquin County Office of Education to develop contract education for a specific industry or occupation.

We will braid the resources of our business partners, educational partners and the Workforce Investment Act to deliver the service as cost effectively as possible to our customers.

On-the-Job Training Program for priority sectors

With many of our growth and emerging industries, much of the training is non-existent due to the limited demand. As the industry expands, the increased demand for skilled labor will facilitate the development of curriculum and coursework.

When there is no other training source for our employers of growth and emerging industries, the On-the-Job Training (OJT) program will be critical in supporting our target industries and addressing their need for training to develop productive skilled workers. Through the OJT program we can work in partnership with our target industries and our educational institutions to leverage our resources and use the OJT program to deliver needed classroom instruction and on-the-job training to eligible job candidates that have the knowledge, basic skill level and the ability to learn. Where classroom training is non-existent, the OJT program will be an effective resource to support our job seeker and our business community.

In the meantime, this LWIA will look for opportunities to participate in regional grants in partnership with our Central Valley Workforce Investment Boards and our community college partners to attract funding and resources to address the education and training gaps in our region.

Our target industries often experience a shortage of eligible skilled job candidates to fill their labor demand. As the LWIA becomes aware of such a situation, San Joaquin County WorkNet will engage its educational partners including the Community College, County Office of Education and the State Employment Training Panel (ETP) in conversations to address the training gap. Conversation will include priority sector employers to determine the resources available to support customized contracted education. The objective would be to leverage the funding of all our partners, including

the employer's, to negotiate and deliver a cost effective training that meets the needs of our priority sector employers.

If the demand for the training is limited, the LWIA will attempt to include multiple employers to make the training cost effective.

If contracted classroom training is not an option, the LWIA will work with the priority sector employers to provide On-the-Job Training contracts to meet the training needs of each employer.

Demand-driven strategy through joint planning, competency/curriculum development

The Local Workforce Investment Areas will convene meetings with multiple employers in the same priority sector to determine if they share similar difficulties in securing skilled workers. If there is sufficient demand for training services, we will meet with partner agencies like San Joaquin Delta College, County Office of Education, and the State Employment Training Panel (ETP) to consider the options available for leveraging funding to support the effort. If the demand exists, the partnership between the training institutions and our target employers will be critical to the development of curriculum and training plans. For this reason, it will be imperative to secure a commitment from employers upfront.

Consideration will be given to multiple employer training contracts through the ETP. The additional training resource would reduce the cost to the employers. Once the training curriculum has been developed, on-going ETP contracts would increase cost efficiency.

Strategies to overcome barriers to skill achievement /employment in high-growth, high-demand industries

The Local Workforce Investment Area will convene priority-sector employers and education agencies to initiate conversations about the needs of the industry including, but not limited to, the following:

- Current and future vacancies,
- Training gaps,
- New skill sets required,
- New positions developing,
- Barriers impeding growth and development,
- Opportunities for growth and business expansion, and
- Needed services and resources.

Regional studies through the Central California Workforce Collaborative (CCWC) in partnership with the Central Valley Community College partners will enable us to share pertinent information about the skill gap in training activities that require coursework and curriculum development. It will also enable us to work more collaboratively to accomplish common workforce development goals to support our growing and emerging industries in the Central Valley.

We will work closely with our priority sectors and our community college partners to make available contract education in areas where training is non-existent, leveraging the resources of the Community College, the Workforce Investment Board and industry partners.

Training funds will also be made available for On-the-Job Training contracts for positions with priority sector employers where classroom training is unavailable and will require hands-on training provided by the specific employer.

We will, in addition, also work with our local business organizations like the local Chambers of Commerce and the Manufacturing Roundtable, in partnership with our educational institutions, to hold on-going conversations to support the development of new or additional training activities, enabling us to address critical training needs of growing and emerging industries.

Job analysis (profiling) will be conducted using the ACT WorkKeys® System for new and emerging positions to identify skill sets required for critical positions. The information will be shared with our educational partners, including the community college, to facilitate the development of new training or enhanced curriculum for expanding positions and classifications. These position studies will be conducted leveraging available resources from all our partner agencies, including the respective industries benefitting from the Job Classification studies.

In addition to local strategies, we will use our Central California Workforce Collaborative (CCWC) partnership to leverage our resources to conduct industry studies at the regional level and specific to each LWIA, working in partnership with our economic development partners and our local Community Colleges. The next Regional Industry Cluster Analysis, including San Joaquin County, is scheduled for completion at the end of this calendar year between September and December of 2013. This survey will be subsidized by leveraging the resources of the community colleges, specific funding from each of the LWIA's and a CCWC Regional Additional Assistance grant currently in place.

Foster collaboration - community colleges and DIR-DAS approved/registered apprenticeship programs

In an effort to strengthen our mutual collaboration and support for apprenticeship and pre-apprenticeship programs, the San Joaquin County Workforce Investment Board will convene an Apprenticeship Program Coordination meeting to initiate a conversation on strategic partnerships, collaboration and support for the apprenticeship programs in our community and/or apprenticeship program outside of our area that may be available to the eligible resident population in San Joaquin County. Organizations and representatives who will be invited to this initial meeting will include, but will not be limited to, the following:

- Labor representatives of the Workforce Investment Board (WIB)
- Representation of the WIB's Youth Council
- California Department of Industrial Relations of Apprenticeship Standards (DIR-DAS)
- Representatives of San Joaquin Delta College
- Representatives of the San Joaquin County WorkNet Center

The objective of the initial meetings will be to become acquainted with each other and get a better understanding of who we are our vision, mission, goals and objectives.

Follow-up meetings will be scheduled to identify the needs of our apprenticeship program and develop a Memorandum of Understanding (Draft Attached) to promote increased collaboration and support of the DIR-DAS certified Pre-apprenticeship and Apprenticeship Programs in our community. Further discussions will review operational models that focus on support and continuing collaboration to strengthen our partnership.

The San Joaquin County Local Workforce Investment (LWIA) area and the San Joaquin County Office of Education (SJCOE) currently work closely with San Joaquin Delta College to support DIR-DAS approved apprenticeships and pre-apprenticeship programs operating in partnership with San Joaquin Delta College WorkNet Center. The LWIA is also working with the SJCOE and its Youth Build Pre-Apprenticeship program that works in partnership with the WIA WorkStart Youth program operated by SJCOE.

Students participating in these apprenticeship programs have the opportunity to access employment and training resources funded under the Workforce Investment Act. Typical services received by apprenticeship program participants enrolled in WIA include a variety of supportive services to eliminate barriers to employment, like childcare and transportation subsidies. Historically, only DIR-DAS approved/registered pre-apprenticeship programs have been on the State Eligible training Providers List (ETPL).

In an effort to promote the enrollment of WorkNet customers into pre-apprenticeship and apprenticeship approved by DIR-DAS, the LWIA has developed a web page providing pertinent information about each apprenticeship program, the process for registration, and links to their respective web sites for additional information.

In the past four (4) years the down-turn in the economy resulted in a long list of apprentices waiting for work activity. Especially in construction technology, the availability of work was scarce. As a result, the referral to available apprenticeship programs was extremely limited. However in this fiscal year there have been signs of improvement. The LWIA, therefore, anticipates greater involvement and participation in pre-apprenticeship and apprenticeship program activities.

Innovative strategies to fill skill gaps

The Local Workforce Investment Area (LWIA) will use a variety of innovative training strategies to fill critical skill gaps within the priority industry sectors and leverage resources to maximize training opportunities.

In partnership with San Joaquin Delta College, local Chambers of Commerce and industry associations, the LWIA will convene meetings with priority sector employers to identify skill gaps that are impeding business growth and development.

Some of the needs of these employers will be addressed through the community college system and available training on the ETPL using Individual Training Accounts. To fill the gap when training is unavailable, customized contract education will be used as a viable option to meet employer needs. Industry specific customized training will be provided under the following options:

- Contract education to deliver customized training through the community college.
- Multiple employer contracts with the Employment Training Panel to deliver customized training.
- Customized training through the County Office of Education.

Regional Competitive Grants: At the regional level, San Joaquin County along with the Central California Workforce Collaborative (CCWC), will submit competitive proposals for funding in partnership with the Central Valley Community College partners to facilitate the development of needed industry specific training activities that address priority sector needs at the regional level and within San Joaquin County.

As new training programs and curricula are developed, the new coursework at the community college will be included on the State's Eligible Training Providers List (ETPL).

Rapid Response and early layoff warning systems and layoff aversion strategies

The San Joaquin County Economic Development Association (EDA) is the County's lead agency for business retention and expansion. In fulfilling its mission to improve San Joaquin County's economic climate, the EDA is part of the County's workforce development system under WorkNet. The EDA and WorkNet are the founding partners of Business Team San Joaquin (BTSJ), which was organized to consolidate the efforts of several County agencies that were involved in preventing worker layoffs and plant closures (see attached list of members). BTSJ meets regularly to address potential business closures and worker displacements.

BTSJ network of partners provides an early warning system to identify and assist companies that are "at-risk" of closing or having major work displacements. In order to accomplish this they:

- Communicate with each other to identify "at risk" companies.
- Know the partners and the services they provide to facilitate services to local businesses.
- Leverage those resources to create linkages.
- Stay current on new economic development tools.
- Establish a meeting process to deal with concerns and share the successes.
- Establish an effective referral program among all the partner agencies.
- Implement a pro-active business visitation program.
- Respond to all requests for information.
- Advertise and market our agency.
- Leverage the resources within Business Team San Joaquin to provide the most informative service to the business community.
- Are pro-active in rapid response efforts.

Business Team San Joaquin utilizes the ExecutivePulse Business Intelligence System™ to manage business contacts. Through this system, users can access a variety of surveys designed to capture pertinent data regarding business needs and attributes. The "Company Survey" provides an overall company profile including company contact, address and industry cluster. The "Retention Survey" includes company information; local workforce information (such as: number of employees; available benefits; and recruitment processes); annual sales; ecommerce; facilities and equipment; municipal services; business climate; and an assessment.

The assessment includes a rating on the overall health of the business, and the rate of risk that the facility may close or downsize in the future. This indicator is communicated

to members of the Business Team to implement employer assistance as needed to avoid any potential lay-off risk. Utilizing the “Employer Assistance Survey”, the team member assisting the business works through a series of questions to determine if there are factors that can be mitigated to help the business overcome a particular barrier. Upon review of the survey, the team member notifies appropriate partners of the need to assist the “at-risk” company through the Executive Pulse System™. This system allows for timely assistance and referrals and enables the local community to share information in a single database. BTSJ members also utilize the data collected as a planning tool for determining areas of need with regard to developing business resources.

Further information regarding Layoff Aversion Strategies and Rapid Response Services is provided in *Section 4 – Adult Strategies*.

RR assistance and core/intensive services for TAA clients

It is the policy of the Local Workforce Investment Area service delivery system to co-enroll eligible Trade Adjustment Act (TAA) program participants and provide comprehensive service delivery, leveraging the resources of both the WIA Adult & Dislocated Worker Grants and the TAA program.

The WorkNet Centers provide core and intensive services and share common assessment activities with partner agencies located in our WorkNet Centers, including Wagner-Peyser Job Services staff. As a priority, training activities will be subsidized and delivered through the TAA program before WIA funding is used. WIA funding will be used to complete all training and service activities once the TAA funding is exhausted.

WIA funding and the WorkNet Centers will work with Job Service staff to facilitate the transition to employment. Both programs will share pertinent progress information on the delivery of services to WIA/TAA registered participants.

Section 4 - Adult Strategies

CLEO/Local Board's vision for alignment of the regional education system

The San Joaquin County WIB mission statement, ***"It is the mission of the San Joaquin County Workforce Investment Board to take the leadership role in bringing together the resources of the community to help job seekers find the right jobs and help employers meet their business needs"***, provides the backbone for the alignment of the local system with labor needs. To meet this goal, the WIB provides Adult and Dislocated Workers with opportunities to obtain industry recognized credentials and degrees.

California Partnership for the San Joaquin Valley (CPSJV) conducted a study that identified sector priorities for the region. The Workforce Investment Areas that constitute the Central California Workforce Collaborative (CCWC) adopted these priority sectors. By focusing resources and training investments on these regional growth industry sectors and clusters, the WIB has aligned its local efforts with the Governor's vision to meet the workforce needs of high demand sectors of the regional and local economy.

Workforce development and preparing a skilled workforce in response to priority sector employer needs will continue to be a priority for San Joaquin County WorkNet. To ensure the Board's vision is aligned with the educational system to develop career pathways and meet the educational needs of workers and priority sector employers, we will strengthen the partnership with our education partners, including San Joaquin Delta College, San Joaquin County Office of Education and the University of the Pacific. The critical objective will be to fill the training gap with:

New Coursework, Curriculum & Training Programs through our Education Partners

To accomplish this objective these education partners will have to be at the table, participating in our labor market studies, sharing our information about new skill set requirements in current and newly developed job classifications.

Contract Education through our Community College Partners

Where there is a gap in training and strong demand for a trained labor force, we will look toward our Educational Partners like San Joaquin Delta College, San Joaquin County Office of Education and other educational institutions to develop contract education specifically developed for a specific industry or occupation.

Increase the number of career pathway programs in demand industries;

Acknowledging the need to develop a strong career pathways system, the WIB is working with local and regional partners to explore the possibility of implementation of a system based on the Career Pathways Roadmap project developed in the State of Oregon.

In Oregon, the community college system has developed an excellent web-based Career Pathways Roadmap system that is used by students, job seekers, counselors and advisors containing more than 350 career roadmaps across 17 community colleges in Oregon. It has taken the State of Oregon 25 years and well over ten million dollars to develop this system. The system currently has more than 180 Career Pathways certificated programs, each with 12-22 credits. Another 60 certificated programs are under development and expected to be completed within the next two years.

Dr. Mimi Maduro - Pathways Initiative Statewide Director, Oregon State Department of Community Colleges & Workforce Development Department, expressed a genuine interest in facilitating our accessing their source code and licensing agreement. Oregon has done the lion's share of the work through multiple State grants and a U. S. Department of Labor ARRA grant. Dr. Maduro indicated that our Community Colleges in the Central Valley would be more than welcome to access their source code and could easily develop our own system of career pathways and certificated programs.

Through a variety of meetings, we have begun conversations with representatives from various workforce and education partners throughout the Valley including: San Joaquin Delta College; College of the Sequoias; West Hills Community College; Reedley College; Fresno Community College; Central California Workforce Collaborative (CCWC) partners; and Central California Community College Committed to Change (C6). The CCWC partners are very interested in facilitating the development of this project. Several meetings have occurred on this subject including conference calls to discuss a potential Pilot project.

Currently, we are gathering information to determine if there are any similar projects under development in California. Thus far, we have not identified any other tool that would provide the much needed pathways that this tool would provide. We are continuing conversations with representatives of the K-12 system, Community Colleges, Economic Development, Chancellor's Office and Workforce Development regional partners to bring this tool to the Central Valley, with the possibility of expanding the utilization of the system throughout the State of California.

The U.S. Department of Labor Region 6 is supporting this effort and has made available funding to bring a delegation of Oregon State and Washington State Administrators

working on the project to meet with representatives from the Chancellor's Office, the Community Colleges, and the CCWC WIB's.

The State WIB and the State EDD are also supportive of this project. The proposed recommendation is to initiate a pilot project in the Central Valley where there is already wide-spread support for this initiative.

Basic skills remediation students' transition to education, training or employment

As an indicator of basic skill levels, staff administers the Comprehensive Adult Assessment System (CASAS) surveys for math and reading for WIA customers. In addition to CASAS, staff administers WorkKeys® for jobseekers as part of a comprehensive assessment.

WorkKeys® is a job skills assessment system that helps employers select, hire, train, develop, and retain a high-performance workforce. This series of tests measures foundational and soft skills and offers specialized assessments to target institutional needs. As part of ACT's Work Readiness System, ACT WorkKeys® has helped millions of people in high schools, colleges, professional associations, businesses, and government agencies build their skills to increase global competitiveness and develop successful career pathways.

Successful completion of ACT WorkKeys® assessments in Applied Mathematics, Locating Information, and Reading for Information can lead to earning ACT's National Career Readiness Certificate (NCRC), a portable credential earned by more than 1 million people across the United States. The CCWC WorkKeys® Work Ready Certificate demonstrates to prospective employers that WIA job seekers earning the certificate are pre-screened and qualified for the job based on national WorkKeys® standards.

Individuals who need assistance to improve their WorkKeys® assessment levels can utilize Worldwide Interactive Network Solutions (WIN) which is self-paced, self-directed computer program that teaches the concepts and builds the skills needed to earn the scores appropriate for the occupation and/or required by the employer.

In addition to utilizing WIN Solutions to increase basic skills, case managers refer customers needing basic skill remediation to the community college or adult school programs for GED or basic skill assistance. As the time needed to increase basic skill levels or attain the necessary GED/Diploma varies for each client, staff work with their customers to develop the most appropriate strategy to reduce the time spent in remediation. An option for some customers may be concurrent enrollment in basic remediation and training, especially in instances where the training agency incorporates contextualized learning into the curriculum.

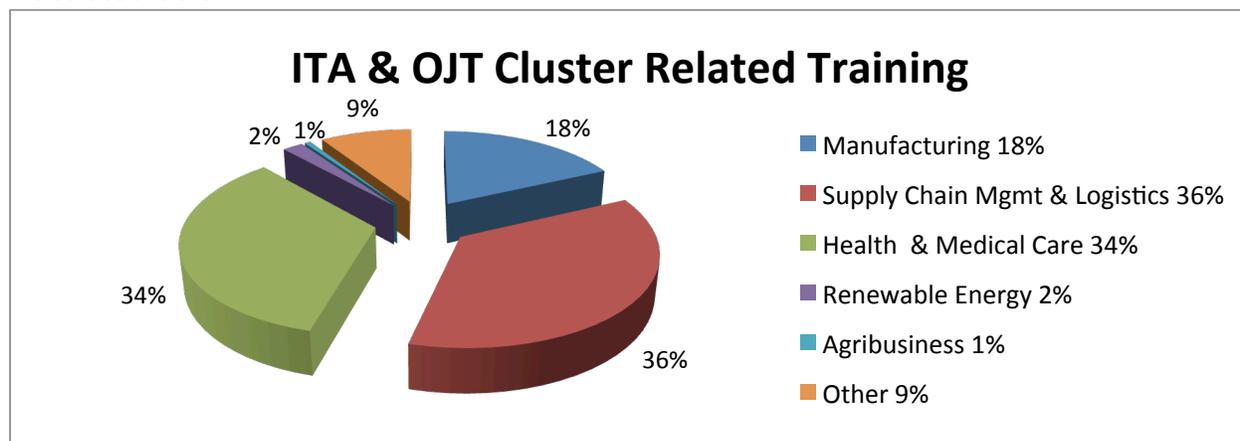
EEDD will explore further options to facilitate the reduction of time spent in remediation to best support the needs of our customers, including reviewing additional computer-based learning options for remediation.

Increasing Training Opportunities for Job Seekers

San Joaquin County WIB has an established process for jobseekers entering the One-Stop system. Customers are provided with a variety of assessment tools to help determine basic skill levels and job readiness for their selected occupation including utilizing resources at www.mynextmove.org and www.onetonline.org. This allows our customers to do some basic research on their selected occupation and determine if it truly is a good fit for them. Our job seekers attend a series of informational workshops to assist them move rapidly into employment if they have the skills needed for their occupation of choice. If additional assistance is needed, customers begin a more robust assessment process.

A comprehensive assessment is conducted to assist customers with their occupational choices. Careerscope is often administered to determine aptitudes. This serves as a valuable tool for those customers are unsure of their occupational choices. San Joaquin County WIB customers also complete WorkKeys® testing to ensure the customer has the skill level needed for their selected occupation. Remediation is available for those customers needing to increase their basic skill levels. It is our goal to ensure customers have the skills and ability to complete a training program once they begin. Our case managers work diligently with our customers to mitigate barriers to employment and training prior to the customer beginning a training program.

San Joaquin County WIB prioritizes services, especially training services, for those underprepared job seekers and dislocated workers in demand industries and occupations. Over 90% of our training funds have targeted these industries as illustrated below:



Source: Internal Client Management System (OCT) Recent 3 Year Data

When job seekers need training services to obtain skills and/or certificates in demand industries, a variety of options exist depending on the needs of the customer. After development of an Individual Employment Plan, the job seeker in collaboration with the case manager will develop a strategy to transition the participant to employment. Traditionally, training services fall into two categories; Occupational Skills Training (utilizing Individual Training Accounts) and On-the-Job Training. San Joaquin County WIB will ensure compliance with the 25% training requirement through the use of allocated and leveraged funds for WIA Adult and Dislocated Worker training services.

Occupational Skills Training

To ensure compliance with WIA regulations, EEDD provides Individual Training Accounts (ITA's) to those individuals who are able to benefit from occupational skills training and select a course of training on the State Eligible Training Provider List (ETPL) that will lead to self-sufficiency and long-term stable employment. Training in target industries and occupations are the focus of WIA training funds, however, with appropriate justification training outside of the clusters will be considered.

To increase the number of job seekers accessing Occupational Skills Training, the WIB works diligently with partner agencies to leverage resources and co-enroll participants to maximize services. A great example of this was the collaboration that occurred in the NUMMI grant. Training services, for the most part, were funded with Trade Adjustment Assistance (TAA) funds, while additional services were funded with a variety of NEG and Dislocated Worker funds. San Joaquin County WIB will continue to seek opportunities to apply for local and/or regional grants to expand the training opportunities in our area.

On-the-Job Training Program

With many of our growth and emerging industries, much of the training is non-existent due to the limited demand. As the industry expands, the increased demand for skilled labor will facilitate the development of curricula and coursework.

For some jobseekers, On-the-Job Training (OJT) is a more appropriate format for training. Through the OJT program we can work in partnership with our target industries and our educational institutions to leverage our resources, and use the OJT program to deliver needed classroom instruction and on-the-job training to eligible job candidates that have the knowledge, basic skill level and the ability to learn. Where classroom training is non-existent, the OJT program will be an effective resource to support our job seeker and our business community.

Strategic layoff aversion

The San Joaquin County Economic Development Association (EDA) is the county's lead agency for business retention and expansion. In fulfilling its mission to improve San Joaquin County's economic climate, the EDA is part of the county's workforce development system under WorkNet. The EDA and WorkNet are the founding partners of Business Team San Joaquin (BTSJ), which was organized to consolidate the efforts of several county agencies that were involved in preventing worker layoffs and plant closures (see attached list of members). BTSJ meets regularly to address potential business closures and worker displacements.

BTSJ's network of partners provides an early warning system to identify and assist companies that are "at-risk" of closing or having major work displacements. In order to accomplish this they:

- Communicate with each other to identify "at risk" companies.
- Know the partners and the services they provide to facilitate services to local businesses.
- Leverage those resources to create linkages.
- Stay current on new economic development tools.
- Establish a meeting process to deal with concerns and share the successes.
- Establish an effective referral program among all the partner agencies.
- Implement a pro-active business visitation program.
- Respond to all requests for information.
- Advertise and market our agency.
- Leverage the resources within Business Team San Joaquin to provide the most informative service to the business community.
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Business Team San Joaquin utilizes the ExecutivePulse Business Intelligence System™ to manage business contacts. Through this system, users can access a variety of surveys designed to capture pertinent data regarding business needs and attributes. The "Company Survey" provides an overall company profile including company contact, address and industry cluster. The "Retention Survey" includes company information; local workforce information (such as: number of employees, available benefits, and recruitment processes); annual sales; ecommerce; facilities and equipment; municipal services; business climate; and an assessment.

The assessment includes a rating on the overall health of the business, and the rate of risk that the facility may close or downsize in the future. This indicator is communicated to members of the Business Team to implement employer assistance as needed to avoid any potential lay-off risk. Utilizing the "Employer Assistance Survey", the team member assisting the business works through a series of questions to determine if there

are factors that can be mitigated to help the business overcome a particular barrier. Upon review of the survey, the team member notifies appropriate partners of the need to assist the “at-risk” company through the Executive Pulse System™. This system allows for timely assistance and referrals and enables the local community to share information in a single database. BTSJ members also utilize the data collected as a planning tool for determining areas of need with regard to developing business resources.

If a layoff or plant closure is unavoidable, our Job Development Team and WorkNet Center staff work diligently to assist the dislocated workers with immediate services to eliminate the time of unemployment. Mini job fairs are held at our WorkNet Centers or partner facilities, to provide the impacted workers with the opportunity to meet and submit employment applications for positions with those employers who are hiring and have a need for qualified and experienced job candidates with those same skill sets.

It is common to transition an impacted displaced worker from the position being eliminated with their employer to a new position with another employer before the actual targeted layoff date. In San Joaquin County, we have had instances where 100% of the displaced workers were able to transition to other jobs before the scheduled layoff dates.

Whenever we have employers faced with layoff or plant closure, our Job Development Team and WorkNet Center staff evaluates the skill sets of those impacted by the layoff.

“Earn and Learn”

Apprenticeship Opportunities

The Caterpillar Dealer Service Technician Program is a sure catalyst for personal growth and a rewarding, lifelong career. This four-year, state-approved apprenticeship program is centered solely around Caterpillar equipment training through the Heavy Equipment & Diesel Technology Department at San Joaquin Delta College. To meet the new challenges of advancing technology in the workplace, San Joaquin Delta College (SJDC) has partnered with Operating Engineers Local 3, Caterpillar and its dealerships to produce high-performance technicians ready to fill productive roles in both business and society, today, and into the future. The San Joaquin County WIB is proud to partner with SJDC and the Caterpillar dealership to provide services to eligible WIA students in the Caterpillar Dealer Service Technician Program.

During the first two years, the program devotes approximately half of the time to technical/academic education at SJDC. The remaining time is for on-the-job experience at sponsoring CAT dealerships. Each block of technical and general education is followed by an immediate dealer internship which reinforces the technical education.

These paid intern periods are each approximately eight weeks in length. Students earn a pre-agreed upon wage from the sponsoring dealer. There are five (5) Caterpillar dealers through which students can apply. During the last two years of the program, students will be full-time apprentice technicians at the sponsoring CAT dealership receiving additional On-the-Job training. This training provides the technician with the opportunity to further develop and enhance the skills necessary for journey-level certification.

Technical training on Caterpillar equipment and componentry includes the latest developments in engine repair, hydraulic systems, electrical and electronic systems, test procedures, and diagnostic tools. In addition to the technical curriculum, general education courses will be offered to provide students with the background necessary for effective communication of ideas and the development of interpersonal skills.

The internship and apprenticeship phases of the program allow students to apply what they have learned during the previous classroom/lab sessions, in a "real world" setting. In addition, students will become familiar with the dealership environment, its organizational structure, and the competencies that are expected of a professional service technician.

San Joaquin County WIB is extremely interested in developing further relationships and connections with programs similar to the Caterpillar Dealer Service Technician Program. In February 2013, staff met with San Joaquin and Calaveras Counties Joint Apprenticeship and Training Committee to provide an overview of WIA services. This and similar meetings are an opportunity for the WIA and Apprenticeship program staff to begin defining ways to align our resources to better serve the customers in San Joaquin County. With the support of the Division of Apprenticeship Standards, we are planning a workshop to inform the various Apprenticeship program staff of the WIA requirements. Once we provide this workshop and gain a better understanding of the various apprenticeship requirements, we will be able to develop memoranda of understanding or other structured agreements to formalize these relationships. Included in this agreement will be:

- Referral processes for WIA and Apprenticeship for potential co-enrollment
- Single points of contact for each agency
- Eligibility requirements for both WIA and Apprenticeship program
- Process for listing Apprenticeship program on the State's Eligible Training Provider List (ETPL)
- Common policies and procedures

San Joaquin County WIB staff will continue to meet with the various committees to foster these valuable relationships and provide additional "earn and learn" opportunities to our customers.

On-the-Job Training

San Joaquin County WIB staff will continue to develop and foster relationships with the business community to provide On-the-Job training (OJT) opportunities in demand occupation for our customers.

OJT is by far one of the most valuable tools we have to provide hands-on “earn and learn” opportunities. With strong ties to the business community, our Job Development Team staff works with established, as well as new, businesses to develop training opportunities for our customers. By utilizing various grants, including our Multi-Sector National Emergency Grant, Multi-Sector 25% Additional Assistance Grant, State Energy Sector Partnership grant, NUMMI National Emergency Grant, two Additional Assistance Grants, Project NewStart and AB109 – we can provide services to a wide variety of customers through our centers and supply employers with employees that are in need of training in demand occupations. OJT also assists the WIB in meeting the 25% training requirement.

Stockton Chamber Apprenticeship Program – Subsidized Employment (SCAP-SE)

The Greater Stockton Chamber of Commerce Apprenticeships Program is a partnership between the Human Services Agency of San Joaquin County, the Greater Stockton Chamber of Commerce and San Joaquin County WorkNet. It is the recipient of the Regional Gold Award of Excellence from the San Joaquin Council of Governments and recognized by the California Association of Local Economic Development Organizations.

The program is an On-the-Job Training Program subsidized by CalWORKs funding through the Human Services Agency’s CalWORKs Program and operated by San Joaquin County WorkNet and the Greater Stockton Chamber of Commerce. San Joaquin County WorkNet is the administrative entity overseeing the program with the local Chamber agency facilitating the access to employers who are willing to hire CalWORKs participants.

Participating employers with vacant positions agree to hire and train the selected job candidates. In return, the employer gets up to 50% reimbursement for the employee’s wages during the training period. Upon successful completion of the program, the employer transitions the job candidate into a permanent unsubsidized employment and is eligible for hiring tax credits through our Enterprise Zone Program or the State Employment Development Department.

Section 5 - Youth Strategies

The goal of the Employment and Economic Development Department is to provide youth, particularly at-risk and low-income youth, with opportunities that will prepare them for high school graduation and assist them to enter postsecondary vocational training, education and/or a career. Our focus is on “Preparing Tomorrow’s Workforce Today.”

Eligible youth population and any special or specific needs

San Joaquin County youth face seemingly insurmountable barriers - high dropout rates, high poverty rates, high unemployment, overwhelming gang activity, and high incidents of youth violent crime. This is in addition to the problems that have plagued San Joaquin County as a whole; vast numbers of foreclosures; the city of Stockton facing bankruptcy; high crime rates and generational welfare dependence.

San Joaquin County had a 72.7 percent graduation rate in 2010-2011¹⁰ and a dropout rate of 19.7 percent, exceeding the state dropout rate (14.4 percent) by 5.3 percent. This translates to nearly one in every five students dropping out of school throughout the County. The diverse Districts throughout the County vary tremendously from a low of 8.1 percent dropout rate at Manteca Unified School District and an 87.4 percent graduation rate - to a high of 26.4 percent dropout rate at Stockton Unified School District with a 66.7 percent graduation rate.

Region	Drop Out Rate Percentage
San Joaquin County	18.70%
Escalon Unified	LNE
Lincoln Unified	8.70%
Linden Unified	LNE
Lodi Unified	16.50%
Manteca Unified	6.70%
Ripon Unified	LNE
Stockton Unified	24.20%
Tracy Joint Unified	11.30%

Definition: Percentage of public high school students who drop out of high school, based on the four-year adjusted cohort dropout rate (e.g. 14.7% of California 9th-12th grade students dropped out of high school in 2011). The adjusted cohort dropout rate measures the percentage of students who exit grades 9-12 without a high school diploma, GED, or special education certificate of completion and do not remain enrolled after the end of the fourth year. Note: Years presented are the final year of a school year, e.g., 2010-11 is shown as 2011. For percentages, LNE (Low Number Event) refers to data that have been suppressed because there were fewer than 20 dropouts in grades 9-12.

¹⁰ California Dept. of Education, California Basic Educational Data System (CBEDS), May 2013

San Joaquin County residents face an overall poverty rate of 16.7 percent, while more than a quarter of all youth under the age of 18 (25.1 percent) live in poverty. San Joaquin County is an area with a “High Concentration of Youth in Poverty among persons 14-21 years”¹¹.

With a violent crime rate of 1,382.6 per 100,000 residents (FBI Uniform Crime Reports data) Stockton, ranks 2nd in California among cities with a population of 250,000 to 499,999. Stockton is 2nd only to Oakland in terms of violent crime rates. Significantly more troubling is the fact that San Joaquin County’s youth suffer a murder rate that leads all other California counties. According to “Lost Youth: A County-by-County Analysis of 2011 California Homicide Victims Ages 10-24”, San Joaquin County’s homicide victimization rate for 10-24-year olds of 21.29 per 100,000 was nearly three times the State’s overall rate of 7.87 per 100,000 for this age group. (This annual study¹² can be found at <http://www.vpc.org/studies/cayouth2013.pdf>).

San Joaquin County has a high proportion of young residents -- 30% of the population is under the age of 18 compared to 5% statewide. Of the estimated 235,000 children, the incidence of juvenile justice involvement is high with 18.9 youth per 1,000 involved compared to 14.1 statewide¹³. The current juvenile probation case load is 923 individuals as of June 2012, with approximately 720 new dispositions coming through the courts each year. Rates of foster care involvement are similar in San Joaquin County to statewide trends (less than 1%) and San Joaquin has made marked efforts in the past few years to lower substantiated rates of child abuse and neglect –from a high of 18 per 1,000 in 2005 to approximately 6 per 1,000 in 2011.

As previously identified by the State as a High Intensity Gang Activity Area, San Joaquin County continues to battle the gangs that so often target our highest risk youth. With approximately 84 validated gangs and over 2,900 estimated gang members (Stockton Police Department), San Joaquin County WorkNet is working hand-in-hand with Operation Ceasefire to access “gang decision makers” to assist with eliminating the generational gang cycle that is affecting our youth. We consider gang intervention one of our highest priorities to protect our vulnerable youth.

We believe these barriers present our youth with extreme challenges. Our agency and partners constantly collaborate and work to develop new ideas to assist our youth with these most difficult issues.

¹¹ California Employment Development Department , Labor Market Information, 2013

¹² California Department of Justice Supplementary Homicide Report (SHR), Violence Policy Center (VPC)

¹³ U.S. Census Bureau, American Community Survey, 2011

Youth activities available in the local area or region (Identify successful providers such as Job Corps);

The following are some of the providers of youth services in San Joaquin County:

The Family & Youth Services of San Joaquin County (FAYS) offer the **Safe House and Opportunity House Transitional Living Programs**. These programs provide emergency shelter for homeless youth, at risk of running away, or having severe issues with parents (parental consent required). The FAYS also provides services for teen parents and street youth.

The Podesto Impact Teen Center promotes participation in recreational experiences, and health and wellness through a variety of activities. The Center also strengthens safety and security by offering after school activities for Stockton youth; keeping them out of harm's way and providing a safe recreational and learning environment. The facility was designed and planned with direct input from local teens. The Center offers teen leadership opportunities through the Teen Advisory Board.

San Joaquin Friday Night Live Partnership, under the guidance of San Joaquin County Behavioral Health Services, is a youth drug prevention program. Friday Night Live is designed for 9th through 12th graders who pledge "no" to drugs and alcohol. Club Live is geared towards middle school students and activities are organized in the same fashion as Friday Night Live but to appeal to younger youth. Friday Night Live builds partnerships for positive and healthy youth development activities engaging youth as active leaders and resources in their communities.

The San Joaquin Delta College **Youth Empowerment Strategies for Success (YESS) Program** provides educational opportunities to help foster, relative care, group home youth and emancipated foster youth ages 16-21 years develop the skills and competence needed to become self-sufficient.

The Boys and Girls Clubs (throughout San Joaquin County) promote the health, social, educational, vocational, and character development of boys and girls. Services aim to help young people improve their lives by building self-esteem and provide the tools to help youth develop into contributing citizens.

Through family-centered, holistic, and culturally appropriate services, **APANTLI** works with youth who are hardest to reach and at greatest risk with the intent of producing a safe, healthy, nurturing environment characterized by respect for differences, trust, caring, and support. The program deals with the youth as an individual and as part of a family and deals with the family and other caretakers as part of a neighborhood and community.

Strategies to promote collaboration between partners

The policy direction of the San Joaquin County Workforce Investment Board (WIB) and the Youth Council (YC) targets services to the most in need 16-18-year old youth in San Joaquin County. The WIB voted unanimously in 2010 to provide limited funding to provide youth services to a small number of 19-21-year old youth with significant barriers. Traditionally, San Joaquin County service providers do not have sufficient funding to enroll all the youth that apply for their programs, so partnership with other youth-serving agencies is critical in this county to ensure all youth receive the services they require to obtain their educational, employment and training goals.

California Human Development (CHD) and the San Joaquin County Office of Education (SJCOE) are the WIA Youth program providers for San Joaquin County. They both operate under the WorkStart Youth Education Services (WorkStart YES) name. As both agencies also serve on the Workforce Investment Board, they have strong, established partnerships within the workforce investment, education, human service, and juvenile justice systems. CHD is represented on the WIB by its Chief Executive Officer while the Superintendent of Schools represents the San Joaquin County Office of Education.

Each having a unique youth “niche” and covering different areas of the county, these providers work closely with the local One-Stop Centers and education allies to provide youth with assistance to complete high school and connections to the appropriate education and training opportunities that lead to successful employment.

CHD staff operates primarily through the CHD WorkNet Center in Lodi, California. The CHD Youth case managers have the opportunity to work with youth in the Center and have space at each assigned high school location so their services are available in the high school. CHD also receives funding for Migrant/Seasonal Farmworker Services (WIA 167 funding), proving advantageous to the many farmworker youth that apply for their services. CHD is contracted to serve 16-18 year old eligible youth.

SJCOE case managers, with a conveniently located Youth Center in downtown Stockton, also meet with students on school campuses. The SJCOE Youth case managers introduce their participants to the One-Stop system by utilizing the Stockton WorkNet Center for a variety of activities. SJCOE also operates the YouthBuild San Joaquin project, allowing co-enrollment of their WIA clients, as appropriate, to ensure all aspects of the youth’s employment plan are met.

WorkStart YES youth participate in a variety of activities designed to provide each youth with the services needed to meet their employment and educational goals. These services include:

Improving Educational Achievement

As 97.5% of our enrolled youth participants are basic skills deficient upon entry in the program, the development of basic skills and educational achievement is a priority for our youth programs. Youth program staff work with enrollees to determine the best “format” to enhance educational achievement. Traditional tutoring, Peer to Peer homework clubs, and access to General Education and California Academic High School Exit Exam preparatory curriculum provide youth a variety of options to help meet their education needs.

Youth case managers provide workshops throughout the year focused on educational goal achievement and plans, study skills and how education pays. In addition, staff works closely with youth that need additional assistance to complete their Senior Projects and Graduation by Exhibitions (GBE).

In addition to alternative school opportunities through each school district, SJCOE offers a unique variety of alternative secondary school programs (open to any youth). A few of the programs are:

San Joaquin Building Futures Academy Charter (SJBFA) assists undereducated and unemployed young adults, ages 17-24 to: work toward completion of a high school diploma or GED; learn construction skills while building affordable housing; develop leadership skills, and secure apprenticeships as well as jobs within the construction industry. (Connects with SJCOE’s YouthBuild program)

SJCOE’s Alternative Education program serves students enrolled in one of the County Office’s court or community schools. The program enables students to become productive members of the community by providing quality learning opportunities.

one.Charter - Academy of Visual and Performing Arts is a regional program for students in grades 7-12. Academy of Visual and Performing Arts embraces and encourages artistic creativity, and offers a unique balance of academic and in-depth instruction in the performing arts at its brand new, state-of-the-art high school.

Preparing for and succeeding in employment

Public Sector-Work Experience (WEX) with public and private non-profit organizations provides a mentoring environment for youth with limited work history. It offers an opportunity to expose youth to outstanding role models that mentor the students and develop work ethic, work maturity and a strong sense of responsibility. They are coached and trained to facilitate the development of job specifics, and basic and transferable skills they can take to future employment and education opportunities.

Our WEX component, as a strategic objective, attempts to place students with worksites that have openings in the student's common area of interest. Many students at the conclusion of their work experience, transition into a permanent unsubsidized position. During the work experience period, the agency facilitates the transition into the vacant permanent position by coaching and training our students to do the job.

For those students continuing their education, worksites often give them the opportunity to work part-time while going to school, allowing much flexibility and support while providing mentoring support.

Of the 324 youth enrolled in the 2011-2012 WorkStart Yes programs, 162 youth participated in paid public sector work experience. 80 youth participated in our short-term private sector work experience program with employers filling open positions with enrolled youth – leading to an unsubsidized position. Employers committed to this program include *K-Mart, Marshall's, T.J. Maxx, Home Goods, Fremont Veterinary Hospital, Ace Hardware, Home Buyers Realty, Cinnabon, Batteries Plus, and Yogurt My Way.*

Regional Occupation Programs (ROP) or Career Technical Education programs (CTE), in addition to hands-on employer training, are the main focus for youth occupational skills training. Our local school districts have robust CTE programs available, to identify a few:

Lincoln Unified School District

Engineering and Construction Academy
Computer Applications
Child Development
Food Service and Hospitality

Manteca Unified School District

Agriculture Animal Science
Agriculture Mechanics
Agriculture Welding
Health Science

Stockton Unified School District

Engineering, Construction and Design
Multi-Media and Arts
Math and Science Magnet
Business Education
Fashion Merchandising
Manufacturing Technology

Tracy Unified School District

Agriculture Scientific Academy
Industrial Technology
Performing Arts Magnet

Supporting Youth

The Mentoring Project matches professionals with participants who want to follow/learn about their career. Mentees may participate in job shadowing opportunities to spend time with mentors at their place of work. Participants in the project communicate via a moderated Twitter account.

Case managers meet with youth on a constant basis. Through a variety of workshops, field trips, and case management appointments, case managers develop a trust relationship with the youth to assist in the referral of participants to appropriate services. All referrals to additional services such as counseling, tutoring, support services are documented in the case notes and, as appropriate, identified as an activity in the Individual Employment Plan (IEP). The IEP, the living document for the youth's career and education pathway, is updated as the participant's needs change and evolve.

Offering services intended to develop the potential of young people as citizens and leaders

CHD engages Peer Support Workers, a group of three to five youth participants (rotated to give all interested youth an opportunity) to coordinate workshops, find youth appropriate workshop materials, deliver information, and contact speakers. Peer Support Workers talk to other teens about the program and assist in carrying the message of Future Economic Opportunities (based on Makin' It curriculum).

Incorporated as part of the Leadership goal, the curriculum for 7 Habits of Highly Effective Teens and Everyday Leadership: Attitudes and Actions for Respect and Success is utilized by SJCOE to develop citizenship/leader skills.

Integrated vision for serving youth

The Youth Council is responsible for policy guidance for youth programs under WIA, development of the youth portion of the local plan, recommendations on youth service providers to the WIB and oversight responsibilities as determined by the WIB. Supporting the All Youth One System concept, the Youth Council strives to convene youth-serving organizations to offer a full array of universal youth services.

The Youth Council consists of the following:

- Members of the local WIB with expertise or interest in youth policy
- Representatives of youth service agencies
- Representatives of local public housing authorities
- Parents of eligible youth seeking assistance under WIA
- Individuals that have experience relating to youth activities
- Representatives of the Job Corp, if a Job Corp Center is located in the local area represented by the Youth Council

Demand-driven models with business and industry working collaboratively with the workforce investment system and education partners

The Private Sector Youth Work Experience Program is a collaborative effort with education and the local business community intended to prepare youth between the ages of 16-21 for the world of work. Individuals are placed with a private sector employer in a real job setting and are trained to satisfy employer expectations and become productive members of the labor force. For the youth with recent work experience and work maturity, the Private Sector Youth Work Experience or Subsidized Employment offers our participants real experience working for private sector employers. This opportunity usually comes in the final year of the student's participation in the WorkStart program. The youth are screened, interviewed and selected by a real employer for a position that is currently vacant in their organization.

The employer, in collaboration with a job developer, specifies the requirements of the job, the length of training and establishes a training plan. The employer is the sole decision maker on the hiring of youth. Staff provides pre-screening and refers only applicants meeting the specifications they need. Each participant has an opportunity to successfully transition into a permanent subsidized employment opportunity, if they successfully complete the work experience activity.

In addition to our traditional Private Sector Youth program, the WIB is extremely proud of the collaborative Hire Me First Internship Program. Through the Tracy Chamber of Commerce, the Hire Me First Internship Program was established to promote youth employability through increased employment opportunities, internships and job shadowing experiences for the youth in our community. Through internship opportunities offered to high school juniors and seniors in the private sector, participating youth have the opportunity to acquire a better awareness of employment expectations, develop strong work maturity, participate in career explorations and develop job specific and transferable skills they can apply in future endeavors.

The program began as a way to ensure that students entering the workforce acquired the basic works skills and ethics to be successful in business and to ensure that businesses had access to a workforce that met their needs. The program was initiated with the vision of mutually benefiting educators, businesses, and students in the spirit of true partnership. As funding became limited, the program lost momentum in the early 2000's.

In 2006, the San Joaquin Partnership, in collaboration with San Joaquin County, all the local municipalities, education institutions and community service organizations, commissioned Angelou Economics to prepare three reports, one of which is the Strategic Plan. This report reflected a six-month planning process including input from

citizens, a 24-person steering committee, the San Joaquin Partnership, various City offices and regional and State leaders. The report identified the need to create internships as a simple effort in the overall development of a “ready” workforce for San Joaquin County. The focus of internships on businesses in the target industry categories for development of the program supports the overall mission of the WIB. As such, a resurgence of interest in internship opportunities sparked the re-engagement of partners in the Hire Me First program. San Joaquin County WorkNet became the catalyst for bringing the stakeholders together and established a steering committee to facilitate the program’s implementation.

This partnership has continued with an open dialogue between employers and educators working to develop curriculum that corresponds with universal employment requirements. The Hire Me First Internship Program is a collaborative effort in partnership with San Joaquin County WorkNet; Tracy Chamber of Commerce; City of Tracy; San Joaquin County Office of Education; Local Unified School Districts and the Local Business Community.

Now, in its sixth year of operation, the program is active in six (6) high schools with 154 active employers, 650 students and 181 available positions per semester.

The program includes the following components:

- **Job Preparedness Orientation;**

A comprehensive orientation in the world of work including, expectations of employers, job seeking and job keeping skills.

- **Hire Me First Internship Handbook;**

Covers employability competencies and skill sets determined by our employer community to be critical to enable a student to successfully transition into the labor market.

- **An Annual Youth Job Fair in Early Spring;**

With local Employers who are part of the program and will be hiring during the summer.

- **Mock Interview Sessions;**

With participating employers that provide students with constructive input that will prepare them for the real interviews.

- **An Award Ceremony;**

At the end of the school year to recognize each graduating participant and the completion of all program requirements (attainment of all competencies and completion of their internship activities).

Practices used to ensure continuous quality improvement in the youth program

Staff and youth providers maintain constant contact to ensure the continuous quality improvement of the youth programs. The open communication between staff and providers allows the opportunity to share technical assistance or simply provide feedback on new and innovative ideas.

Youth providers are encouraged to participate in regional activities with other youth serving agencies represented in the Central California Workforce Collaboration (CCWC) to share innovative and best practices in quality improvement of programs. Staff and youth providers also participate in conferences such as the California Workforce Association (CWA) Annual Youth Conference. This conference provides WIB staff and its contracted youth providers the opportunity to meet and share ideas with similar agencies across the state.

In addition to informal information sharing, detailed performance reports are provided to contractors to ensure programs are on track to meet or exceed contract goals. As appropriate, on-going technical assistance may be provided. Formal monitoring of Fiscal and Program objectives occurs on an annual basis. If needed, corrective action plans are implemented to ensure the success of each program goal.

The CLEO/Local Board's strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals

The Employment and Economic Development Department (EEDD), operating under the All Youth, One System direction of the WIB and Youth Council have a long history of convening partners to deliver services to not only WIA youth, but also a wide variety of at risk youth needing assistance to meet their education and workforce goals.

Summer Jobs is a community-wide effort to provide employment opportunities to youth between the ages of 16-21 throughout San Joaquin County. This effort is a partnership between San Joaquin County WorkNet; the local Chambers of Commerce throughout the County; the State Employment Development Department; the business community; and local service organizations.

Youth participating in the program will complete a comprehensive job readiness orientation which provides them with an awareness of the world of work, including employer expectations, job search skills, job keeping skills, as well as better understanding of work maturity, work ethic and a sense of responsibility.

Participating employers throughout San Joaquin County agree to hire and/or give priority to qualified job candidates who have completed the comprehensive Job Readiness Orientation. All wages and workers compensation costs are incurred by the employer.

CalWORKs-Funded Summer Youth

Sponsored by the San Joaquin County Human Services Agency, EEDD operates a Summer Youth Employment and Training program for eligible youth residing in a family that receives Temporary Assistance for Needy Families (TANF). These youth also attend a Job Readiness Workshop. Upon completion of the workshop, EEDD staff work with local public and non-profit agencies to place the youth in paid work experience positions.

Private Sector Youth Employment Effort – Stockton WorkNet Center

This project allows youth to access universal services through the One-Stop system. The services include: job search workshops, information on resume preparation, access to labor market information and other tools needed to obtain employment. Youth job fairs through the One-Stop centers are an additional component of this effort.

Positive Youth Justice Initiative

San Joaquin County Probation Department, recently received a planning grant to engage in a year-long planning process to develop new strategies to better serve youth dually involved in juvenile probation and child welfare. San Joaquin County is committed to better serving our most vulnerable youth through concerted system-wide reforms to enhance positive youth outcomes including: use of trauma-informed, asset-building evidence based practices; broader youth and community involvement; and better use of data for coordinated problem-solving.

The San Joaquin County Probation Department will lead this partnership with the Sierra Health Foundation on the Positive Youth Justice Initiative (PYJI). Partners include: San Joaquin County Behavioral Health Services (BHS), San Joaquin County Human Services Agency (HSA), San Joaquin County Office of Education (SJCOE), and San Joaquin County Employment and Economic Development Department (EEDD).

Current and planned efforts include: involving youth and families in their own case planning and developing better partnerships with youth and families to help us: 1) understand the needs and concerns of youth and families about current practices; and 2) develop new strategies that are more culturally sensitive and respectful of the needs and realities of crossover youth and their families.

Annual Youth Leadership Conference

The Workforce Investment Board's Youth Council became the catalyst for convening partner agencies to leverage a variety of community resources and develop a comprehensive Youth Leadership Conference. The Youth Leadership Conference was originally initiated by the Youth Council Chair and Vice-Chair who invited Partner Agencies and fellow Workforce Investment Board Members to join a Youth Leadership Conference Planning Committee to initiate the design, development and the implementation of a county-wide Youth Leadership Conference for high school youth from every school district in our community fostering the All Youth, One System design.

The conference and workshops provide the following to participating youth from every school district in San Joaquin County: Motivational Speakers; Exposure to Outstanding Role Models; An Awareness of the Resources Available in our Community; Understanding the Importance of a Good Education; Building an Awareness of Educational Resources and Opportunities. Through these workshops, forums and other conference sessions, students are provided with an opportunity to do some career exploration and become more aware of the career opportunities available to them in their community.

This Youth Leadership Conference has been in existence for over twelve (12) years. Last year approximately 2,500 students from every school district in San Joaquin County attended the conference. Thanks to the support and sponsorship of dozens of community service organizations, the conference was made available to every student that wanted to participate.

Section 6 – Administration

Description of San Joaquin County’s One-Stop System - WorkNet

The San Joaquin County Board of Supervisors established and charged the Workforce Investment Board with developing a workforce delivery system. The WIB’s vision for the system includes the development of a delivery system which complements and integrates the overall workforce development and economic strategy for the region. The system, called San Joaquin County WorkNet, is customer focused for both business and job-seekers. As established by the WIB, the core mission of the WorkNet one-stop delivery system is to bring together the resources of the community to help employers meet their business needs and assist job-seekers in preparing for and finding jobs in secure, high-wage occupations.

In support of the WIB’s mission and recognition of ever-dwindling resources, WIB staff continuously monitors and reviews the quality of the investments made into the workforce system and the performance of its initiatives. Resources dedicated to programs, training providers, or other endeavors that do not meet the WIB’s standards for return on investment are subject to elimination. As a byproduct of limited funding, the WorkNet system has become far more efficient and discriminating with its resource investments.

To ensure transparency, the WIB considers the specific funding or de-funding of WorkNet Centers, programs or subrecipient service providers at its monthly scheduled meetings which are open to the general public and subject to Brown Act requirements. The WIB actions of this nature are then considered and ratified by the San Joaquin County Board of Supervisors at their regularly scheduled meetings which are televised and also subject to Brown Act requirements.

The WorkNet service delivery system represents an ambitious integration of public and private service delivery systems for employment, education, and economic development activities in the County. The system strengthens and builds upon the many existing intra-county and inter-agency collaborative relationships by integrating them into a truly customer-focused system for braiding employment, education, and economic development resources in support of the WIB’s established strategies. The system provides market-driven services and information via the Internet, social media, and “brick and mortar” sites located across the county. As a result, all businesses and job-seekers including dislocated workers, veterans, older workers, welfare recipients, persons with disabilities, and others, have access to high quality comprehensive services.

WorkNet Centers are located in five strategic areas within San Joaquin County. Nearly 75% of the county’s approximately 696,000 residents live in the cities of Stockton

(approximately 296,000), Tracy (approximately 84,000), Manteca (approximately 69,000) and Lodi (approximately 63,000). Each of the cities has a full-service WorkNet Center. The fifth center is located on the campus of San Joaquin Delta Community College which helps foster the strong partnership and collaboration between the local community college and the entire WorkNet system.

Services for Participants - Each of the five WorkNet Centers offer access to core, registered core, intensive and training services as defined within the Workforce Investment Act as follows:

Core services include:

- Outreach, intake and orientation to the WorkNet system
- Employment statistics information (required skill, demand, vacancies, etc.)
- Access to the internet and print materials located in the resource center
- Determination of eligibility
- Program performance and cost (training providers, youth providers, etc.)
- Local area performance measures
- Availability of supportive services
- Information on filing for Unemployment Insurance
- Assistance with establishing eligibility for financial assistance, etc.
- Financial aid information for training

Registered core services include:

- Initial assessment to determine skill levels, interests, supportive service needs, and appropriate services
- Staff assisted job search and placement
- Staff assisted job referrals
- Staff assisted job development
- Follow up services

Intensive services include:

- Comprehensive assessment
- Assigned case manager
- Development of an Individual Employment Plan (IEP)
- Group and individual counseling
- Prevocational services (learning, communication and soft skills)
- Referral to other services, as appropriate

Training services include:

- Occupational skills training
- On-the-Job training
- Private sector training
- Skill upgrade and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities
- Customized training

UI claimants and Trade Adjustment Assistance – The WIA staff in the five WorkNet Centers located in San Joaquin County have a strong working relationship with EDD and the staff assigned to serve veterans, UI claimants, and TAA service recipients. EDD staff is permanently stationed at three of the five centers. EEDD staff in all five centers is also well-versed on the full array of services provided by EDD. Based on this strong partnership between the two organizations, and the cross-training that happens on an organic and formal level, the WorkNet Centers are true one-stops providing services to UI claimants and TAA service recipients.

This partnership will be further enhanced when the Stockton EDD office moves its entire staff into the Stockton WorkNet Center on July 1, 2013.

Services for Business – One of the WIB's primary goals is to enhance its efforts to encourage, broker, and coordinate economic development efforts in the region that support the retention and expansion of local business.

As mentioned previously, the County's WIA administrator and Economic Development Association (EDA) are both under the County's Employment and Economic Development Department (EEDD). This provides seamless coordination between the two organizations. The end result is that each entity's programs and activities complement and enhance the other's. The workforce development component of EEDD is complimented by the efforts of the EDA which provides a host of services to local business, small and large. These services include:

- Labor Market Information
- Business Seminars
- Employee Recruitment & Training
- Economic Development Database
- Referrals to Business Assistance Program
- Regional Economic Development Studies
- Community Profiles/Census Data

- Business Financing including the Revolving Loan Fund (RLF) and Small Business Administration (SBA)

Small business creation, growth and sustainability - The WIB recognizes the role of small business and the impact on the local economy. According to State LMID data, more than 88% of the all businesses in the County (approximately 17,000) have less than 20 employees. As such, the co-location of EEDD, EDA and the San Joaquin Delta College Small Business Development Center (SBDC) makes the Stockton WorkNet Center a hub for business activity.

The SBDC's one-on-one management consulting emphasizes education and guidance in finding practical solutions to business problems. Consulting is confidential and provided at no charge by a staff of skilled professionals. Services cover a range of topics relevant to small business owners including:

Accounting	Management
Bookkeeping	Manufacturing
Business Plan Development	Marketing and Advertising
Capital Acquisition	Market Research
Computing Applications	Minority Business Development
Customer Service	Product Development/Engineering
e-Commerce	Public Relations
Energy Efficiency	Personnel
Environmental Management Issues	Product Development/Engineering
Feasibility Analysis	Public Relations
Financing and Loan Packaging	Retailing
Financial Analysis	Regulatory Assistance
Franchising	Strategic Planning
Government Marketing	Taxes
Home-based Business	Technology Commercialization
Human Resources	Women's Business Issues
International Trade	Worker Health and Safety Issues
Legal Issues	

Additionally, the EDA supports small business through its loan package preparation for acquisition of owner occupied land and facilities, machinery and equipment, leasehold improvements, and inventory and work capital. Information and services offered through the Economic Development Association are available to any business considering expansion in the San Joaquin County area. In partnership with our Revolving Loan (RLF) program, the SBDC helps small business owners develop a financial package and identify financial resources for loans from \$5,000 to over \$1 million. Micro loans of \$5,000 to \$25,000 are available for SBDC clients subsidized through the RLF program.

A major highlight of the EDA support of small business is the benefits offered to employers within the Enterprise Zone. San Joaquin County and the Cities of Stockton, Lodi, Tracy, Lathrop, Ripon, Escalon and Manteca offer small businesses the considerable advantages of a California State Enterprise Zone. The Zone encompasses approximately 662 square miles with more than 55 square miles of commercial and industrial properties. Small businesses located within the Zone may benefit from financing and tax incentives, development incentives, and business assistance.

Designation and Certification of WorkNet Centers

The WIB, with the approval of the San Joaquin County Board of Supervisors, established a formal process for the designation of WorkNet Centers called Chartering. The WIB's intent was to ensure a uniform system of service delivery in every approved WorkNet Center, regardless of which agency or community-based organization managed the chartered center. Similar to licensing agreements or a franchise, the process requires organizations (minimum of three partners) to meet or exceed specified standards and financial commitments established by the WIB for the initial designation and continued operation of a WorkNet Center.

The WIB-established chartering criteria requires that organizations seeking a charter submit a business plan that helps to define what work needs to be accomplished, how it should be done, and who is responsible. The business plan document not only serves as an application for a WorkNet charter, but is also a comprehensive tool that can be used to stimulate discussion regarding WorkNet Centers as joint venture enterprises. This approach allows the Workforce Investment Board an opportunity to manage, monitor, and modify the overall strategy and service delivery system implemented by WorkNet Center operators. Once established, the WorkNet Centers are evaluated on an on-going basis to ensure performance meets or exceeds expectations. The WIB, with Board of Supervisor's concurrence, has the authority to revoke a charter and WorkNet Center designation for failure to meet established requirements.

WIB Strategies to ensure full range of employment and training services

The WorkNet system and each of its individual centers ensure that the full range of employment and training services are accessible to, and meet the needs of the local population including those traditionally underserved in the workforce investment system. This includes veterans, women in non-traditional occupations, the disabled, recently released individuals, migrant and seasonal farmworkers, dislocated workers, public assistance recipients, and others with barriers to employment.

Each of the five WorkNet centers employ fully-trained and competent workforce professionals who ensure job-seekers, regardless of their specific situation, have

universal access to the full array of services available within the WorkNet Center or through referral to a partner agency or other community resource.

To enhance the WorkNet system, the WIB has actively pursued opportunities to increase service to target populations traditionally underserved in the workforce system. For example, the WIB has responded to the last two Veterans' Employment-Related Assistance Program (VEAP) Solicitations. Additionally, the five local WorkNet Centers are actively engaged with partner staff on the Gold Card Initiative to provide unemployed post-9/11 era veterans with the intensive and follow-up services they need to succeed in today's job market. The Gold Card initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS).

The WIB participated in the CA New Start program and provided to recent parolees: job search seminars; individual employment plans; job development workshops; supportive services; employment referrals; On-the-Job Training; and job retention follow-up.

The WIB is a key part of the Public Safety Realignment (AB109) efforts in San Joaquin County. The WIB, through EEDD, is seated on the San Joaquin County's AB109 Community Corrections Partnership Commission by Board of Supervisor's resolution. EEDD has received a significant amount of Realignment funds to serve the AB109 population minimizing the impact to WIA funding and expanding San Joaquin County WorkNet service delivery to its participants. The Realignment funds were used to create a mini one-stop where this population can conveniently access services through Probation, Behavioral Health, the Human Services Agency, County Office of Education and EEDD. Through EEDD, participants have access to services similar to those offered through the WIA-funded WorkNet Centers including: job search workshops and access to a dedicated 10 station computer lab, job counseling, classroom training through the State's ETPL, On-the-Job Training, and follow up services. The bulk of the AB109 allocation to EEDD is dedicated to OJT as this training activity has proven to be the most successful means to reduce recidivism and help this target population enter or re-enter the workforce. As appropriate, individuals may be co-enrolled into WIA.

Partnering again with the Probation Department, the WIB is engaged in a year-long planning process to develop new strategies to better serve youth dually involved in juvenile probation and child welfare. More detailed information on this effort is included in *Section 5 – Youth Strategies*.

The WIB is very interested in improving its relationship, coordination, and interaction with organized labor to provide customers with access to portable credentials and high-paying jobs. This effort will also increase opportunities for women in non-traditional occupations including those related to major construction projects within the county. The large healthcare facilities under construction by the State Department of

Corrections and Rehabilitation, major infrastructure projects in the region and an improving housing market has renewed interest in construction and other trades dominated by the male population. To facilitate more opportunities for women, the WIB will work through its labor representatives and others with similar interests, to enhance and further refine how resources can be better aligned and braided.

Each of the five WorkNet Centers has the logistical capacity to serve the disabled. In addition, the main center located in central Stockton, has been fully assessed by a Certified Access Specialist professional (CASp) and upgraded to be fully compliant with the State's most recent California Building Code (CBC) and ADA requirements for Disabled Access. Each Center has assistive technology and trained staff to facilitate services to this population. The Stockton facility also has a dedicated office for the local Department of Rehabilitation staff.

California Human Development (CHD) is the managing partner of the Lodi WorkNet Center. As a recipient of WIA 167 funding, CHD is dedicated to serving the migrant and seasonal farmworker population in multiple locations throughout California. The Lodi WorkNet Center provides universal access to all WIA services but has a specific focus on the farmworker population. Nearly all the staff working at the center are fluent in both Spanish and English.

In recent years, the WIB's efforts to secure funding dedicated to dislocated workers have greatly enhanced this population's ability to re-enter the workforce. The WIB actively participated in three National Emergency Grants (NEG) and three Additional Assistance Grants specifically for serving dislocated workers. These efforts enabled the WIB to secure an additional \$5,470,688 for the WorkNet system in San Joaquin County. More than 1,081 dislocated workers were served with these funds. The WIB will continue to pursue funding on its own and in coordination with other partners on a local and regional level.

Through the WIB's efforts, the WorkNet Centers are involved with two very successful projects specifically for public assistance recipients. The first project focuses on the adult population and is a partnership between the Human Services Agency (HSA), the Greater Stockton Chamber of Commerce and the Employment and Economic Development Department. Utilizing HSA funding, individuals on public assistance are hired by local employers under an OJT-type contract to enhance their employability and transition into unsubsidized employment. The second project is a work experience effort dedicated for youth from families on public assistance who are 14 through 18 years of age. The youth work 20-30 hours per week during the summer at public and community-based agencies. The project benefits the agencies by having extra help during these summer months while the youth have the opportunity to earn a wage and learn valuable, job-related skills. This summer employment opportunity helps develop

strong work maturity, basic and job specific skills which help the youth succeed in the future breaking a cycle of dependency.

Training investments in priority sectors

The WIB's strategy will continue to focus its resources and training investment on those that provide the greatest benefit and return on investment for the local area and its unique economy. This focus includes the targeted industry sectors and clusters identified in the 2012 Regional Industry Cluster Analysis and Action Plan.

The targeted industry sectors for the region and the local area are:

- Logistics
- Healthcare
- Agriculture
- Manufacturing
- Energy
- Water Technology
- Public Sector Infrastructure

Within the industry sectors and clusters identified above, logistics and healthcare represent the greatest opportunities for job seekers in the region and best potential for return on training dollar investments for the WIB.

Logistics - San Joaquin County's economy has long been tied to agriculture and food processing. In addition, its location at the heart of a dynamic transportation corridor makes it well-suited for business and industries tied to all aspects of logistics, especially those based on agriculture and food processing.

The County's many attributes include extensive transportation capabilities based on a confluence of major highways, the Stockton Metropolitan Airport, rail lines, and the Port of Stockton. The cost per square foot for warehouse and manufacturing sites is also much cheaper here than in the Bay Area. These factors provide San Joaquin County with a competitive advantage and have proven to be a wise training investment for the WIB and its partner agencies.

Healthcare – Virtually every Local Workforce Investment Area in the nation is affected by the aging of the Baby Boom generation. Coupled with the Affordable Care Act, the need for healthcare professionals is dramatic. In San Joaquin County, the need is magnified as the County is home to several new health care facilities creating thousands of jobs in this area. The \$900 million California Health Care Facility (CHCF) will open in 2013 and the \$280 million Veteran's Administration nursing home and

outpatient facility will open in 2015. Both will have a major economic impact to the region during the construction phase and the on-going operation of the facilities.

The WIB, through EEDD, is actively collaborating with the Department of Corrections and Rehabilitation, California Correctional Health Care Services, the Department of State Hospitals, San Joaquin Delta College and other stakeholders and training providers to ensure local investments are made in this priority sector.

Training investments and continuous quality improvement of ETPL providers - The majority (approximately 70%) of WIA training funds invested through the WorkNet system are Individual Training Accounts (ITA). Because of this, the EEDD must ensure that each individual investment meets established criteria before the investment is made.

The process recognizes the importance of ensuring an appropriate match of customer to training provider. To ensure training investments are sound, our customers are provided with a variety of assessment tools to help determine basic skill levels and job readiness for their selected occupation including utilizing resources at www.mynextmove.org and www.onetonline.org. This allows our customers to do some basic research on their selected occupation and determine if it truly is a good fit for them. Our job seekers attend a series of informational workshops to assist them move rapidly into employment if they have the skills needed for their occupation of choice. If additional assistance is needed, customers begin a more robust assessment process.

Comprehensive assessment begins with CASAS to determine basic skill levels. San Joaquin County WIB customers also complete WorkKeys® testing to ensure the customer has the skill level needed for the selected occupation. Remediation is available for those customers needing to increase their basic skill levels. It is our goal to ensure customers have the skills and ability to complete a training program once they begin. Our case managers work diligently with our customers to mitigate barriers to employment and training prior to the customer beginning a training program.

The goal of training under an ITA should always be placement in a related occupation. As such, it relies on EEDD to monitor the performance of its training providers based on their success rate with the customers we refer. Simply put, those training providers that do well because their graduates get job in a related field at or above the expected wage are more likely to get additional referrals. Those providers that do not meet expectation will not be considered. Once a policy on subsequent eligibility certification is approved, the WIB will ensure compliance.

The San Joaquin County Local Workforce Investment (LWIA) area and the San Joaquin County Office of Education (SJCOE) currently work closely with San Joaquin Delta College to support DIR-DAS approved Apprenticeship and Pre-Apprenticeship

programs operating in partnership with San Joaquin Delta College WorkNet Center. The LWIA is also working with the SJCOE and its Youth Build Pre-Apprenticeship program that works in partnership with the WIA WorkStart Youth program operated by SJCOE.

Students participating in these Apprenticeship programs have the opportunity to access employment and training resources funded under the WIA. Typical services received by Apprenticeship program participants enrolled in WIA include a variety of supportive services to eliminate barriers to employment, like childcare and transportation subsidies. Historically, only DIR-DAS approved/registered Pre-Apprenticeship programs have been on the State Eligible training Providers List (ETPL).

In an effort to promote the enrollment of WorkNet customers into Pre-Apprenticeship and Apprenticeship approved by DIR-DAS, the LWIA has developed a web page providing pertinent information about each Apprenticeship program, the process for registration, and links to their respective websites for additional information.

In the past four (4) years the down-turn in the economy resulted in a long list of apprentices waiting for work activity. Especially in construction technology, the availability of work was scarce. As a result, the referral to available Apprenticeship programs was extremely limited. However in this fiscal year there have been signs of improvement. The LWIA, therefore, anticipates greater involvement and participation in Pre-Apprenticeship and Apprenticeship program activities.

In an effort to strengthen our mutual collaboration and support for Apprenticeship and Pre-Apprenticeship programs, the San Joaquin County Workforce Investment Board will convene an Apprenticeship Program Coordination meeting to initiate a conversation on strategic partnerships, collaboration and support for the Apprenticeship programs in our community and/or Apprenticeship program available to the eligible resident population in San Joaquin County. Organizations and representatives who will be invited to this initial meeting will include, but will not be limited to, the following:

- Labor representatives of the Workforce Investment Board (WIB)
- Representation of the WIB's Youth Council.
- California Department of Industrial Relations of Apprenticeship Standards (DIR-DAS).
- Representatives for San Joaquin Delta College.
- Representatives for the San Joaquin County WorkNet Center.

The objective of the first conversation will be to get acquainted with each other and get a better understanding of who we are, our vision, mission, goals and objectives. The process will rely heavily on the guidance provided by the Department of Labor Training and Employment Notice, *Defining a Quality Pre-Apprenticeship Program and Related Tools and Resources* dated November 30, 2012 (TEN 13-12).

Follow-up meetings will be scheduled to identify the needs of our Apprenticeship program and develop a Memorandum of Understanding to promote increased collaboration and support of the DIR-DAS certified Pre-Apprenticeship and Apprenticeship Programs in our community. Further discussions will review operational models that focus on support and continuing collaboration to strengthen our partnership.

The WIB is interested in “growing” the Green Economy and supporting more emphasis on green jobs in this region. As one of the priority sectors defined for the region, green jobs, or the greening of jobs is of great importance environmentally and economically. According to LMID data, nearly 9% of jobs in the central valley are defined as green. This includes jobs related to generating and storing renewable energy; recycling; manufacturing, distribution, construction, installation or maintenance of energy efficient products; and education, compliance, and awareness. As demand for these types of jobs increases, the need for a qualified and trained workforce will also increase as will the wages earned by these individuals.

The EEDD is also actively engaged with the “Green Team San Joaquin”. Green Team San Joaquin a well-known program of the Greater Stockton Chamber of Commerce that functions as a collaborative effort between private businesses, municipal and County solid waste divisions, economic development professionals and the community of San Joaquin County.

The purpose of the Green Team San Joaquin is to create a nexus between commerce and environment, to enhance the delivery of Chamber services and to address economic, environmental, and quality of life issues in Stockton and San Joaquin County. In 2005, the Chamber embarked on this program by collaboratively searching for regional solutions to challenges facing San Joaquin County and their businesses. Simply put, by assisting businesses in ‘going green’ will not only reduce their costs of doing business, but it will also help the environment and move the San Joaquin County economy forward.

The Green Team is actively involved with business leaders, community leaders and others to increase the awareness of available resources, programs and incentives to assist them in reducing the cost of doing business. Monthly meetings also serve as an opportunity to share new innovative ideas, showcase green products and services, as well as promote environmental stewardship.

The WIB also was recently involved with a very successful State Energy Sector Partnership Grant through the Central California Workforce Collaborative (CCWC). Multiple employers in San Joaquin County participated in the training program and provided job-specific training through an OJT contract. Because of the strong relationships forged with local employers through this program, additional job-seekers have been referred and hired by these participating employers.

San Joaquin County WorkNet, in partnership with the Greater Stockton Chamber of Commerce, the LWIA in Stanislaus and Merced, the Economic Development Agencies in the three (3) counties and the Chambers of Commerce in Merced and Stanislaus Counties embarked upon a series of conversations focused on the clean renewable energy, recycling and recycled manufacturing industry sectors to accomplish the following:

- Engage in conversations about these industries and their needs,
- Follow-up conversations providing a report from the first set of conversations conducted in each county within the Northern Central Valley Region,
- Another set of conversations were conducted to prioritize pertinent information gathered from all the conversations,
- The last conversation was to establish an action plan and identify the organizations and leadership to move the agenda to the next level supported by the identified partner agencies.

Since then, the Greater Stockton Chamber of Commerce continues to meet with partner agencies including industry sector employers to:

- Align strategic objectives with the State Strategic Plan.
- Work with organizations, State agencies and legislators to introduce legislation that will support these industries by creating more opportunities, opening new markets and provide funding for research and development.
- Share best practices within the industry.
- Promote, market and build the community's awareness of these growth and emerging industries.
- Continue to align local strategies with the State and national agenda.

The WIB as a community leader on workforce development issues

The WIB was established in 2000 by action of the San Joaquin County Board of Supervisors (BOS). As an instrument of the BOS, the WIB's primary function is to execute the provision of WIA services in San Joaquin County. At the time of formation, the BOS and the WIB jointly defined its duties to include: the development of planning documents; the selection of One-Stop operators and service providers; the development of WIA budgets; program oversight; negotiation of performance measures; integration and coordination of WIA with economic development strategies; and coordinating the involvement of key stakeholders. Beyond this, the WIB has strived to be a leader and convener of local resources related to workforce and economic development issues.

The County's Employment and Economic Development Department is the administrative organization providing staff to the WIB and overall coordination of both

WIA and economic development activities for the County. Because the two entities are managed by the same county department, there is a near seamless coordination of resources resulting in synergies that would not exist otherwise.

EEDD's history within the County predates the Workforce Investment Act. The Department has been in existence since 1983 under the auspices of the County. The Director of EEDD and the Director of Economic Development Association were hired that same year and have more than 60 years of collective experience in their respective fields.

Several of the current WIB members also served on the Private Industry Council under the Job Training Partnership Act. This longevity of WIB members themselves and the staff serving the WIB has enhanced the WIB's reputation as a community leader on workforce issues.

These same factors have greatly contributed to the WIB's ability to establish strong partnerships with faith-based and community-based organizations, Municipalities, County and State governments, other WIBs, labor organizations, private employers and other organizations. This has benefited the local workforce development and economic development efforts and the community as a whole. Because of these strong partnerships, the WIB was able to leverage an additional \$5.4 million in just the last few years to serve an additional 1,081 job-seekers.

Disbursement of grant funds – Ultimately, the San Joaquin County Board of Supervisors is responsible for the disbursement of grant funds. Funding recommendations approved by the WIB are considered by the Board of Supervisors at their regularly scheduled meetings.

The procurement of services and the award of grant funds through the WIB must follow the requirements established by WIA and those of the County. With a budget of more than \$1.3 billion, the County has a fully-developed system to ensure the integrity of the awards made.

All subrecipient service providers are procured, at a minimum, every three years. The funding recommendations for all subrecipients must be approved by the WIB and Board of Supervisors.

The development of the plan and key stakeholder input – Stakeholder information from numerous sources was utilized in the formation of the WIB's strategic plan. As the administrative entity providing staff to the WIB, the EEDD used every recent opportunity to attend meetings and forums focused on workforce development.

Input was gathered from local business through hundreds of face-to-face contacts and recorded in Executive Pulse System™. Executive Pulse System™ is a business

intelligence communication system used by San Joaquin County WorkNet and the Business and Economic Development Center, along with our other Economic Development, Chamber agencies and municipality partners, to share critical information about the business needs of target organizations, and to facilitate the referral of a business client to needed services and resources available to local service providers and partner agencies.

Information on customer needs was gathered through direct interaction of EEDD and partner staff through intensive case management interaction and validated, where possible, through follow up activities and/or return activities.

Input was also consolidated from forums or meetings held in the area on workforce preparation, education or economic development, regardless of the meeting convener. Much of the planning process related to the targeted industry clusters and regional strategies was a result of the Central California Workforce Collaborative. In addition, input from the WIB's membership is incorporated, as appropriate.

The WIB's membership is active on multiple levels extending its reach and influence on numerous issues related directly and indirectly to workforce preparation, economic development, K-12 education, higher education, County and City government, community development, and other important areas. Three of the WIB's standing subcommittees were convened to finalize the draft plan for consideration by the full WIB and County Board of Supervisors.

Public comment process – As required, a 30-day period is allowed for public comment. The availability of the draft plan was announced via a notice in the *Record Newspaper*. The plan is also available through the WorkNet website at www.sjworknet.org. As required, any comments that represent disagreement with the plan will be included.

WIA Local Plan Program Years 2013-17 Assurances

- A. The Local Workforce Investment Board (local board) assures that it will comply with the uniform administrative requirements referred to in the Workforce Investment Act (WIA) Section 184(a)(3).
- B. The local board assures that no funds received under WIA will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The local board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The local board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
- E. The local board assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The local board assures that funds will be spent in accordance with the WIA, written U.S. Department of Labor guidance, and other applicable federal and State laws and regulations.
- G. The local board assures that veteran workforce investment programs funded under WIA Section 168 will be carried out in accordance with that Section.
- H. The local board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIA or State legislation.
- I. The local board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and California Unemployment Insurance Code (CUIC) Section 14230(a)(6)]
- J. The local board certifies that its One-Stop Career Centers (One-Stops) will recognize and comply with applicable labor agreements affecting represented employees located in the One-Stops. This shall include the right to access by State labor organization representatives pursuant to the Ralph C. Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4 of Title 1 of the Government Code, and CUIC Section 14233]

- K. The local board assures that State employees who are located at the One-Stops shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stops shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to hiring, promotion, discipline, and grievance procedures.
- L. The local board assures that when work-related issues arise at One-Stops between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accordance with roles that have been defined by the local board. The local board assures that it will select the One-Stop Operator with the agreement of the Chief Local Elected Official through one of three means:
1. Through a consortium of at least three or more required One-Stop partners; or
 2. Through competitive process such as a Request for Proposal; or
 3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Local Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and a Memorandum of Understanding has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]

Daniel Schroeder, Chair

 Local Board Chair

Ann Johnson

 Signature

6-26-13

 Date

WIA Local Plan Program Year 2013-14 Title IB Participant Plan Summary

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05
Plan the number of individuals that are in each category.

Totals for PY 2013 (07/01/13 through 06/30/14)	ADULT	DW	YOUTH
1. Registered Participants Carried in from PY 2012	191	173	262
2. New Registered Participants for PY 2013	347	410	38
3. Total Registered Participants for PY 2013 (Line 1 plus 2)	538	583	300
4. Exiters for PY 2013	360	391	150
5. Registered Participants Carried Out to PY 2014 (Line 3 minus 4)	178	192	150

PROGRAM SERVICES			
6. Core Self Services	5,656	5,656	
7. Core Registered Services	538	583	
8. Intensive Services	279	302	
9. Training Services	190	183	

YOUTH MEASURES			
10. Attainment of a Literacy and/or Numeracy Gain			49
11. Attainment of a High School Diploma, GED, or Certificate			90

EXIT STATUS			
12. Entered Employment	232	269	60
12A. Training-related	79	82	6
13. Remained with Layoff Employer		0	
14. Entered Military Service			0
15. Entered Advanced Training			0
16. Entered Postsecondary Education			56
17. Entered Apprenticeship Program			0
18. Returned to Secondary School			0
19. Exited for Other Reasons	128	122	34

San Joaquin County
Local Workforce Investment Area

Rick Aguilera, Administrative Services Manager	(209) 468-3500	7/1/2013
Contact Person, Title	Telephone Number	Date Prepared

Comments:

WIA Local Plan Program Year 2013-14
Title IB Budget Plan Summary¹
 (Adult)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- Grant Code 201/202/203/204 WIA IB-Adult
 Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K386328 Subgrant	K491049 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	2,655,418	2,534,369
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus	727,494	
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	3,382,912	2,534,369
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)	3,044,621	2,280,931
A. Core Self Services	1,628,534	1,219,918
B. Core Registered Services	342,689	256,833
C. Intensive Services	464,474	348,070
D. Training Services	507,437	380,155
E. Other	101,487	75,955
7. Administration (Line 5 minus 6)	338,291	253,437
8. TOTAL (Line 6 plus 7)	3,382,912	2,534,368
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012	192,272	
10. December 2012	858,066	
11. March 2013	1,490,254	
12. June 2013	2,439,994	
13. September 2013	3,382,912	-
14. December 2013	3,382,912	709,623
15. March 2014	3,382,912	1,419,247
16. June 2014	3,382,912	2,027,495
17. September 2014		2,534,369
18. December 2014		2,534,369
19. March 2015		2,534,369
20. June 2015		2,534,369
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

San Joaquin County
 Local Workforce Investment Area

Rick Aguilera, Admin. Services Manager (209) 468-3500 7/1/2013
 Contact Person, Title Telephone Number Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

WIA Local Plan Program Year 2013-14
Title IB Budget Plan Summary¹
 (Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- Grant Code 201/202/203/204 WIA IB-Adult
 Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K386328 Subgrant	K491049 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	2,909,975	2,991,739
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus	(727,494)	
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	2,182,481	2,991,739
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)	1,964,233	2,692,564
A. Core Self Services	1,050,647	1,440,073
B. Core Registered Services	221,085	303,183
C. Intensive Services	299,655	410,885
D. Training Services	327,372	448,761
E. Other	65,474	89,662
7. Administration (Line 5 minus 6)	218,248	299,174
8. TOTAL (Line 6 plus 7)	2,182,481	2,991,738
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012	69,173	
10. December 2012	189,943	
11. March 2013	626,583	
12. June 2013	1,584,263	
13. September 2013	2,182,481	149,587
14. December 2013	2,182,481	897,522
15. March 2014	2,182,481	1,645,456
16. June 2014	2,182,481	2,393,391
17. September 2014		2,991,739
18. December 2014		2,991,739
19. March 2015		2,991,739
20. June 2015		2,991,739
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

San Joaquin County
 Local Workforce Investment Area

Rick Aguilera, Admin. Services Manager (209) 468-3500 7/1/2013
 Contact Person, Title Telephone Number Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

**WIA Local Plan Program Year 2013-14
Title IB Budget Plan Summary¹
(Youth)**

ATTACHMENT

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 04/01/13 through 06/30/14

Grant Code 301/302/303/304 WIA IB-Youth

FUNDING IDENTIFICATION	K386328 Subgrant	K491049 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	2,881,365	2,717,612
3. Allocation Adjustment - Plus or Minus		
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)	2,881,365	2,717,612
TOTAL ALLOCATION COST CATEGORY PLAN		
5. Program Services (sum of Lines 5A and 5B)	2,593,230	2,445,851
A. In School	1,496,553	1,411,501
B. Out-of-School (30%)	1,096,677	1,034,350
6. Administration (Line 4 minus 5)	288,135	271,761
7. TOTAL (Line 5 plus 6)	2,881,365	2,717,612
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from April 1, 2012 and April 1, 2013 respectively)		
8. June 2012	-	
9. September 2012	-	
10. December 2012	405,355	
11. March 2013	1,046,680	
12. June 2013	2,016,956	-
13. September 2013	2,737,297	-
14. December 2013	2,881,365	570,699
15. March 2014	2,881,365	1,277,278
16. June 2014	2,881,365	2,174,090
17. September 2014		2,717,612
18. December 2014		2,717,612
19. March 2015		2,717,612
20. June 2015		2,717,612
COST COMPLIANCE PLAN		
21. % for Administration Expenditures (Line 6/Line 4)	10%	10%

San Joaquin County
Local Workforce Investment Area

Rick Aguilera, Admin. Services Manager (209) 468-3500 7/1/2013
Contact Person, Title Telephone Number Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

WIA Local Plan Program Year 2013-14 Negotiated Levels of Performance

(Responses to State Plan Appendix H – Section 8)

Instructions: Enter your local area's levels of performance for PYs 2011-12 and 2012-13 and provide an estimate of your PY 2013-14 performance target. On the following page, provide a narrative rationale that supports each PY 2013-14 goal. For example, if the local projected goal is lower than the PY 2012-13 State goal, provide an explanation.

STATE NEGOTIATED LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(b) ²	PY 2011-12	PY 2012-13
Adults		
Entered Employment Rate	56.4%	59%
Employment Retention Rate	81.0%	81%
Average Earnings	\$13,000	\$13,700
Dislocated Workers		
Entered Employment Rate	65%	64.5%
Employment Retention Rate	83%	84%
Average Earnings	\$15,900	\$18,543
Youth (ages 14-21)		
Placement in Employment or Education	65%	72%
Attainment of a Degree or Certificate	61%	60%
Literacy and Numeracy Gains	40%	54%

LOCAL LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(c) ²	PY 2011-12	PY 2012-13	Estimated PY 2013-14
Adults			
Entered Employment Rate	64.3%	64.3%	64.3%
Employment Retention Rate	77.6%	77.6%	78.1%
Average Earnings	\$13,346	\$13,346	\$13,700
Dislocated Workers			
Entered Employment Rate	68.8%	68.8%	68.8%
Employment Retention Rate	83.0%	83.0%	83.5%
Average Earnings	\$17,902	\$17,902	\$18,543
Youth (ages 14-21)			
Placement in Employment or Education	65%	72%	72%
Attainment of a Degree or Certificate	61%	60%	60%
Literacy and Numeracy Gains	40%	54%	54%

¹ Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) [Employment and Training Administration](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05.

² The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and has been extended through PY 2013-14.

RATIONALE SUPPORTING PY 2013-14 ESTIMATED LOCAL PERFORMANCE LEVELS

San Joaquin County has met or exceeded the Local Negotiated Levels of performance for all WIA programs on a consistent annual basis. San Joaquin County, along with its partners, will continue to monitor changes in the economic climate to continue to meet all performance goals.

The narrative below supports the PY 2013/14 San Joaquin County goals expressed in the table above:

Adult

Entered Employment Rate: Over the last three (3) years, our EER performance has exceeded the State Goal for PY 12-13. While our projected goal for PY 13-14 of 64.3% remains higher than the State's, it provides a goal for San Joaquin County to maintain this level of performance, as the economic environment with sequestration starts to settle in.

Employment Retention Rate: Over the last three (3) years, our Retention Rate has not risen to the State's level of performance. Our .5% increase reflects (78.1%) San Joaquin County's continuing strive to achieve an increase level of performance for PY 13-14.

Average Earnings: Over the last three (3) years, due to the fluctuation in economic conditions, the Average Earnings has decreased while remaining close to the State's PY 12-13 goal. Our increase to the State's level of performance goal of \$13,700 for PY 13-14 will support the State's objective and continues San Joaquin County's increase in our level of performance.

Dislocated Worker

Entered Employment Rate: Over the last three (3) years, our EER performance has exceeded the State Goal for PY 12-13. Just as the Adult performance, our projected goal for PY 13-14 of 68.8% remains higher than the State's and also provides a goal for San Joaquin County to maintain this level of performance, as the economic environment with sequestration starts to settle in.

Employment Retention Rate: Over the last three (3) years, our Dislocated Worker Retention Rate has not risen to the State's level of performance. Our .5% increase (83.5%) reflects San Joaquin County's continuing strive to achieve an increase level of performance for PY 13-14.

Average Earnings: Over the last three (3) years, due to the fluctuation in economic conditions, the Average Earnings has also fluctuated while remaining close to the State's PY 12-13 goal. San Joaquin County will increase its performance goal to \$18,543 for PY 13-14 to support the State's level of performance goal while continuing to strive for performance improvement.

Youth

The Youth common measures have been and will continue to be maintained at the State's negotiated PY 12-13 level of performance for PY 13-14 for Placement in Employment or Education (72%), Attainment of a Degree or Certificate (60%) and Literacy and Numeracy Gains (54%).

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	07/01/2013
Name of Local Workforce Investment Board:	San Joaquin County
Counties covered:	San Joaquin County
Center's complete physical address:	56 S. Lincoln St.; Stockton, CA 95203
Mailing address (if different):	N/A
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m.
Public phone number:	(209) 468-3500
Public fax number:	(209) 462-9063
TTY number:	(209) 468-3593
Website URL:	www.sjcworknet.org
Office Manager/Administrator: (Name and Title)	Patricia Virgen, CMD Manager
Phone number and email:	(209)468-2245 pvirgen@sjcworknet.org
Public contact email address:	info@sjcworknet.org
Number of staff:	17

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	San Joaquin County Employment and Economic Development Department
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	CA Employment Development Department
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	San Joaquin County Office of Education

Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	CA Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	San Joaquin County Human Services Agency
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	San Joaquin County Department of Aging
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	San Joaquin Delta College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	CA Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	CA Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	San Joaquin County Human Services Agency
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Housing Authority of San Joaquin
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	CA Employment Development Department
Additional Partner Programs	Organization
Migrant Seasonal Farm Workers	CA Human Development Corporation

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

2. LWIB	Please enter all information requested
Today's Date:	07/01/2013
Name of Local Workforce Investment Board:	San Joaquin County
Counties covered:	San Joaquin County
Center's complete physical address:	5151 Pacific Ave, Rm 208; Stockton, CA 95207
Mailing address (if different):	N/A
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m.
Public phone number:	(209) 954-5151 X6300
Public fax number:	(209) 954-3753
TTY number:	(209) 468-3593
Website URL:	www.sjcworknet.org
Office Manager/Administrator: (Name and Title)	Patricia Virgen, CMD Manager
Phone number and email:	(209) 468-2245 pvirgen@sjcworknet.org
Public contact email address:	info@sjcworknet.org
Number of staff:	2

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	San Joaquin County Employment and Economic Development Department
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	CA Employment Development Department
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	San Joaquin County Office of Education

Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	CA Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	San Joaquin County Human Services Agency
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	San Joaquin County Department of Aging
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	San Joaquin Delta College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	CA Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	CA Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	San Joaquin County Human Services Agency
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Housing Authority of San Joaquin
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	CA Employment Development Department
Additional Partner Programs	Organization
Migrant Seasonal Farm Workers	CA Human Development Corporation

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

3. LWIB	Please enter all information requested
Today's Date:	07/01/2013
Name of Local Workforce Investment Board:	San Joaquin County
Counties covered:	San Joaquin County
Center's complete physical address:	302 Northgate Dr.; Manteca, CA 95336
Mailing address (if different):	N/A
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m.
Public phone number:	(209) 825-1300
Public fax number:	(209) 825-1344
TTY number:	(209) 825-3926
Website URL:	www.sjworknet.org
Office Manager/Administrator: (Name and Title)	Karen Keen, Employment Training Supervisor
Phone number and email:	(209) 825-1307 kkeen@sjworknet.org
Public contact email address:	info@sjworknet.org
Number of staff:	5

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	San Joaquin County Employment and Economic Development Department
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	CA Employment Development Department
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	San Joaquin County Office of Education

Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	CA Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	San Joaquin County Human Services Agency
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	San Joaquin County Department of Aging
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	San Joaquin Delta College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	CA Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	CA Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	San Joaquin County Human Services Agency
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Housing Authority of San Joaquin
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	CA Employment Development Department
Additional Partner Programs	Organization
Migrant Seasonal Farm Workers	CA Human Development Corporation

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

4. LWIB	Please enter all information requested
Today's Date:	07/01/2013
Name of Local Workforce Investment Board:	San Joaquin County
Counties covered:	San Joaquin County
Center's complete physical address:	631 E. Oak St.; Lodi, CA 95240
Mailing address (if different):	N/A
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m.
Public phone number:	(209) 331-2081
Public fax number:	(209) 331-2097
TTY number:	(209) 331-2180
Website URL:	www.sjcworknet.org
Office Manager/Administrator: (Name and Title)	Maria Castellanos, Employment Training Supervisor
Phone number and email:	(209) 331-2087 mcastell@sjcworknet.org
Public contact email address:	info@sjcworknet.org
Number of staff:	6

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	San Joaquin County Employment and Economic Development Department
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	CA Employment Development Department
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	San Joaquin County Office of Education

Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	CA Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	San Joaquin County Human Services Agency
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	San Joaquin County Department of Aging
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	San Joaquin Delta College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	CA Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	CA Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	San Joaquin County Human Services Agency
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Housing Authority of San Joaquin
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	CA Employment Development Department
Additional Partner Programs	Organization
Migrant Seasonal Farm Workers	CA Human Development Corporation

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

5. LWIB	Please enter all information requested
Today's Date:	07/01/2013
Name of Local Workforce Investment Board:	San Joaquin County
Counties covered:	San Joaquin County
Center's complete physical address:	543 W Grantline Rd.; Tracy, CA 95376
Mailing address (if different):	N/A
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m.
Public phone number:	(209) 831-5002
Public fax number:	(209) 831-5631
TTY number:	(209) 831-5962
Website URL:	www.sjcworknet.org
Office Manager/Administrator: (Name and Title)	Audie Green, Employment Training Supervisor
Phone number and email:	(209) 831-5934 agreen@sjcworknet.org
Public contact email address:	info@sjcworknet.org
Number of staff:	5

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	San Joaquin County Employment and Economic Development Department
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	CA Employment Development Department
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	San Joaquin County Office of Education

Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	CA Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	San Joaquin County Human Services Agency
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	San Joaquin County Department of Aging
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	San Joaquin Delta College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	CA Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	CA Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	San Joaquin County Human Services Agency
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Housing Authority of San Joaquin
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	CA Employment Development Department
Additional Partner Programs	Organization
Migrant Seasonal Farm Workers	CA Human Development Corporation

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. CA Employment Development Department (EDD)	Automatically renewed annually unless notice of non-renewal is provided.
2. San Joaquin Delta College	Automatically renewed annually unless notice of non-renewal is provided.
3. San Joaquin County Office of Education	Automatically renewed annually unless notice of non-renewal is provided.
4. San Joaquin County Humans Services Agency	Automatically renewed annually unless notice of non-renewal is provided.
5. CA Department of Rehabilitation	Renew every 3 Years 2016
6. San Joaquin County Employment and Economic Development Department	Automatically renewed annually unless notice of non-renewal is provided.
7. Housing Authority of San Joaquin County	Automatically renewed annually unless notice of non-renewal is provided.
8. CA Human Development Corporation	Automatically renewed annually unless notice of non-renewal is provided.

**WIA Local Plan Program Years 2013-14
Local Area Grant Recipient Listing**

Approved as to Form
DAVID WOOTEN
County Counsel
[Signature]
County Counsel

ATTACHMENT

Instructions: Enter the name of the Local Workforce Investment Area (local area), organization, contact person's name and title, mailing address, telephone and fax numbers, and e-mail address. Obtain the appropriate signature of the Chief Local Elected Official(s), or their officially designated alternates. (Note: Alternates must be designated by official action of their respective boards or by locally approved policy.) If you have more than one Chief Local Elected Official who must sign the local plan, add an additional signature page. Enter their respective names, titles, and the dates of signature. [WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

Name of local area: San Joaquin County

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	San Joaquin County	John M. Solis Executive Director San Joaquin County Employment and Economic Development Department	56 S. Lincoln Street Stockton, CA 95203	(209) 468-3500 (209) 462-9063 jsolis@sjcworknet.org
Fiscal Agent	San Joaquin County Employment and Economic Development Department (EEDD)	Leticia Rocha-Corona Accounting Manager	56 S. Lincoln Street Stockton, CA 95203	209) 468-3500 (209) 462-9063 lrochaco@sjcworknet.org
Local Area Administrator	San Joaquin County Employment and Economic Development Department (EEDD)	John M. Solis Executive Director	56 S. Lincoln Street Stockton, CA 95203	209) 468-3500 (209) 462-9063 jsolis@sjcworknet.org
Local Area Administrator Alternate	San Joaquin County Employment and Economic Development Department (EEDD)	Rick Aguilera Administrative Services Manager	56 S. Lincoln Street Stockton, CA 95203	(209) 468-3500 (209) 462-9063 raguilera@sjcworknet.org

Ken Vogel, Chair
Chief Local Elected Official

Ken Vogel
Signature

7-23-13
Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Local Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

WIA Local Plan Program Years 2013-17 Local Workforce Investment Board Bylaws

Local Workforce Investment Boards are required to submit a copy of their bylaws as an attachment to the local plan. Include the bylaws under this cover page. As a reminder, the local board's composition should include a minimum of 15 percent of its membership from labor organizations and should also include a Business Council. If an existing body of the local board already includes the required membership, that information should be included in the local plan narrative.

BYLAWS
WORKFORCE INVESTMENT BOARD
OF
SAN JOAQUIN COUNTY

The Workforce Investment Board of San Joaquin County hereby creates these Bylaws.

RECITALS

- A. The State of California, pursuant to the Workforce Investment Act of 1998, hereafter called the Act, has designated the County of San Joaquin as a Workforce Investment Area for the operation of employment and training programs at the local level, and provides funding thereto.
- B. The State and Federal rules and regulations promulgated pursuant to the Act provide for program activities and require San Joaquin County establish a Workforce Investment Board, herein called WIB, to be as follows:

1.00 NAME

The name of this body shall be Workforce Investment Board of San Joaquin County, hereafter referred to as WIB.

2.00 PURPOSE AND FUNCTION

- 2.10 The purpose of WIB shall be to involve the business community in employment and training activities under the Workforce Investment Act in order to: (1) Increase private sector employment opportunities for San Joaquin County residents, and (2) to maintain a partnership between business and government that will effectively address the labor needs of business, and contribute to the economic well-being of the community.
- 2.20 The WIB shall serve as the San Joaquin business and industry contact point for the local employment and training system, to present the views of the private sector, organized labor, public assistance agencies, community based organizations, educational agencies, including public education, rehabilitation agencies, economic development agencies, and the California Employment Development Department for making programs responsive to local employment needs.
- 2.30 The WIB shall provide direction on ways to increase private sector employment and training opportunities for persons under the Workforce Investment Act.
- 2.40 The WIB shall identify the skill shortage needs of local private employers and formulate programs to address those needs.

2.50 The WIB shall provide policy guidance for, and exercise oversight with respect to, activities under the Job Training Plan for its Workforce Investment Area in partnership with San Joaquin County.

2.60 Pursuant to requirements of the Act, the WIB has entered into a written Workforce Investment Board/Board of Supervisors Agreement with San Joaquin County that describes:

- A. Methods and procedures for development of the Job Training Plan and budget for the local Workforce Investment Area;
- B. Designation of San Joaquin County as the Workforce Investment Area grant recipient and administrator of the plan;
- C. A process for achieving approval of the Job Training Plan by both WIB and the County of San Joaquin;
- D. A process for appointment of a Youth Council;
- E. A process to select WorkNet (One Stop) Operators;
- F. A process to approve training providers;
- G. A process to approve local performance measures to be negotiated with the State;
- H. A process to approve budgets for One-Stop and Youth systems under WIA.

In any instance in which the terms of the Agreement referred to above conflict with these Bylaws, the terms of the Workforce Investment Board/Board of Supervisors Agreement shall prevail.

2.70 The WIB shall discharge and perform any and other duties, responsibilities, and functions deemed appropriate by action of the WIB, the WIA, or State enabling legislation or required by governing agencies and their respective rules and regulations which are herein incorporated into these Bylaws by reference.

3.00 MEMBERSHIP

3.10 Pursuant to provisions authorized by the Act, San Joaquin County has established the membership and structure of the WIB. Determination of the size and membership of the WIB remains the sole authority of WIB.

3.20 WIB membership shall include:

- A. Representatives of local business, including business owners, chief executives or operating officers of businesses, and other business executives including human resources executives, with optimum policy making or hiring authority. Business representatives shall reflect employment opportunities in the local area and be appointed from among those individuals nominated by local business organizations and business trade associations. Two (2) business representatives shall be appointed from each supervisorial district and the remainder shall be “at large” appointments. A majority of the WIB members shall be representatives of local business.

- B. Representatives of local labor organizations, including a representative of an apprenticeship program, with optimum policy making authority within the organization. Labor representatives shall be appointed from among those individuals nominated by local labor federations. At least 15% of the WIB members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10% of the WIB members shall be representatives of local labor organizations.
- C. Representatives of local community based organizations, including organizations representing individuals with disabilities and veterans, and organizations that serve populations with barriers to employment such as the economically disadvantaged, youth, farmworkers, homeless, and immigrants, with optimum policy making authority within the organization. Community based organization representatives shall be appointed from among those individuals nominated by the appropriate board or commission.
- D. Representatives of local educational entities, including representatives of local educational agencies, school boards, entities providing adult education and literacy activities, and public and private postsecondary educational institutions, including representatives of community colleges, with optimum policy making authority within the entity. Representatives of local educational entities shall be appointed from among those individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.
- E. Representatives of local economic development agencies, including private sector economic development entities, with optimum policy making authority within the agency. Economic development representatives shall be appointed from among those individuals nominated by the appropriate board or commission.
- F. A representative of each local Workforce Investment Act (WIA) One-Stop (WorkNet Center) required partner entity with optimum policy making authority within the required partner's entity. A WIA required partner representative shall be appointed from among those individuals nominated by the appropriate board or commission, if applicable. A representative of a WIA required partner entity may represent more than one program and activity if the individual meets all of the criteria for representation. WIA required partners are those entities responsible for administering the following programs and activities in the local area:
 - (1) Local Adult, Dislocated Worker, and Youth programs authorized under Title I of WIA.
 - (2) Local Job Corp programs authorized under Title I of WIA.
 - (3) Local Native American programs authorized under Title I of WIA.

- (4) Local Migrant and seasonal farmworker programs authorized under Title I of WIA.
- (5) Local veterans' workforce investment programs authorized under Title I of WIA.
- (6) Local adult and literacy activities authorized under Title II of WIA.
- (7) Local programs authorized under Section 403(a)(5) of the Social Security Act.
- (8) Local programs authorized under the Wagner-Peyser Act.
- (9) Local activities authorized under Title II of the Trade Act.
- (10) Local activities authorized under United States Code, Chapter 41, Title 38.
- (11) Local programs authorized under State unemployment compensation laws, in accordance with applicable Federal laws.
- (12) Local programs authorized under Title I of the Rehabilitation Act.
- (13) Local postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act, including community colleges and regional occupational centers and programs.
- (14) Local activities authorized under Title V of the Older Americans Act.
- (15) Local employment and training activities authorized under the Community Services Block Grant Act.
- (16) Local employment and training activities authorized under the California Work Opportunity and Responsibility to Kids (CalWORKs) program.
- (17) Local employment and training activities carried out on behalf of the United States Department of Housing and Urban Development.
- (18) Local small business development center programs as defined in California Government Code, Section 15382.

3.30 Members nominated and appointed to the WIB are expected to serve, and may not appoint alternates.

3.40 WIB members are responsible for notifying the WIB upon change of status, which could lead to lack of representation as identified in these Bylaws. Upon such notice, WIB shall determine if the member may continue. Members whose status changes may remain on the WIB pending recruitment and replacement.

All vacancies in WIB membership shall be filled within sixty (60) days. The San Joaquin County Board of Supervisors shall appoint WIB members.

- 3.50** The term of WIB membership shall be for two (2) years from the date of appointment by the San Joaquin County Board of Supervisors.

Members shall serve past the expiration date of their term until their successors are appointed.

- 3.60** Members may be re-appointed, except those members who have been removed from the WIB for cause. Such members may not be re-appointed, except with two-thirds approval of the full WIB.

- 3.70** WIB members may resign upon written notice.

- 3.80** An official membership list, attendance materials, a record of the actions of the WIB, and a detailed statement on the composition, structure, membership, and nomination process for the WIB shall be maintained by WIB.

- 3.90** WIB members may be removed for cause or because of absence. Cause shall be defined as determined by the WIB that the member has violated the WIB's Code of Conduct.

WIB members may be removed for cause or absence by two-thirds vote of the WIB members in attendance at any regular meeting providing that a quorum of the WIB is present. Removal of WIB members may only be accomplished at meetings of the full WIB. Such authority may not be assigned to an Executive or other committee.

4.00 OFFICERS

- 4.10** The presiding officer of the WIB shall have a two-year term of office beginning on July 1 and ending on June 30, two years later.

- 4.20** The WIB shall elect by a majority vote from its membership its Chairperson and Vice-Chairperson. Elections shall occur prior to July 1 biannually. The WIB Chairperson and Vice-Chairperson shall be private sector representatives, and may succeed themselves if so reelected.

- 4.30** The San Joaquin County Board of Supervisors must ratify the WIB's selection of a Chairperson. The Board of Supervisors shall either affirm the Chairperson selected by the WIB membership or appoint another private sector representative on the WIB to serve as Chairperson. The Board of Supervisors has the final authority to appoint or reappoint the WIB Chairperson.

- 4.40** The Chairperson and Director WIB/EEDD shall have the responsibility of preparing the agenda for WIB meetings and the management of business of the WIB.

- 4.50** In absence of the WIB Chairperson, the elected Vice-Chairperson shall serve as the presiding officer. In the absence of both the Chairperson and Vice-Chairperson, the WIB shall, at the beginning of its meeting, designate by majority vote, a Chairperson pro tem to serve as presiding officer of that meeting. Such a Chairperson pro tem must be a private sector representative.

5.00 MEETINGS AND QUORUMS

- 5.10** The WIB shall meet not less than four (4) times annually on a calendar quarterly basis.
- 5.20** The WIB Chairperson, or a majority of the WIB, or the Executive Director of the Employment and Economic Development Department may call special meetings of the WIB.
- 5.30** All meetings of the WIB shall be conducted and noticed in conformance with the Ralph M. Brown Act, California Government Code 54960, et. seq. as amended.
- 5.40** A quorum shall consist of fifty-one percent (51%), of the authorized Board who must be present in person to effect a quorum. Authorized Board members shall be defined as those Board members currently in office, exclusive of vacancies
- 5.50** Action may be taken by a simple majority of those present and voting, provided that a quorum is attained. If the quorum, duly obtained at any regular meeting, is lost due to a member(s) disqualification due to conflicts of interest, so that no decision is possible and business is stalled, the quorum for that particular meeting or issue shall be reduced by the number of disqualified members and the particular item or business shall be determined by a vote of a majority (50% + 1), unless otherwise required, of the newly designated and convened quorum.
- 5.60** The Workforce Investment Board meetings shall be governed by Robert's Rules of Order, Revised, in all cases to which they are applicable and to the extent in which they are not inconsistent with, or in conflict with, these Bylaws.

6.00 COMMITTEES

- 6.10** The WIB Chairperson, with the approval of the WIB, shall create committees of the WIB, which may be advisory committees, technical workgroups, and/or business or community advisory groups as determined to be required by WIB.
- 6.20** The WIB Chairperson shall appoint Committee chairpersons and vice-chairpersons from the WIB membership.
- 6.30** Committee members shall be appointed by the WIB Chairperson and include WIB members. Committees may be supplemented by non-voting, ex-officio, non-WIB members, as deemed appropriate by the WIB Chairperson, with the approval of the WIB.
- 6.40** The WIB may empower a Committee to take action on behalf of the WIB for specified purpose(s). The power of any committee to act on behalf of the full WIB requires a two-thirds (2/3)-majority vote of a WIB quorum. Notification of such a committee meeting shall be sent to all WIB members, who may attend and vote. Such meetings shall be subject to the provisions of the Ralph M. Brown Act.

WIB Committees empowered to take full action on behalf of the full Workforce Investment Board shall have a quorum requirement of fifty-one percent (51%), of the authorized committee members. WIB Committees whose functions are to recommend an action or whose roles are advisory in nature, requiring confirmation by the Workforce Investment Board, shall have no quorum requirement.

6.50 All actions of WIB Committees are advisory to WIB unless the WIB delegates the authority to act on behalf of the WIB.

7.00 STAFFING AND SUPPORT OF WIB

7.10 San Joaquin County shall provide, from funds made available under the Act, staff and necessary office and material support for the WIB.

7.20 At a minimum, staff support to the WIB shall include:

- A. A Director WIB/EEDD who shall be managing officer of WIB and who shall be managing officer of the Workforce Investment Area (WIA).
- B. Legal Counsel, available from the County of San Joaquin, and other sources as required.
- C. Other staff support to the WIB as is deemed appropriate and necessary under its responsibilities described in Agreement with San Joaquin County, the Act, and applicable State legislation to provide, under direction of the Director WIB/EEDD, professional, clerical, and technical staff support for the WIB and its committee.

8.00 CONFLICT OF INTEREST

8.10 No member of the WIB may receive any of his/her income from funds available under the Act.

8.20 No WIB member shall engage in any activity, including participation in the selection, award, or administration of a subgrant or contract supported by WIA funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when the individual, and member of the individual's immediate family, the individual's partner or an organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award. The officers, employees, or agents of the agency making the award will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to subagreements. WIB members shall not participate in financial matters before the WIB that pertain to organizations that they represent.

A WIB member shall not cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or any organization, which that member directly represents), nor on any matter, which would provide any direct financial benefit to that member.

Neither membership on the WIB, nor the receipt of WIA funds to provide training and related services shall be construed, by themselves, to violate the provisions of this section. Members of the WIB may vote on the Job Training Plan.

8.30 WIB members shall avoid organizational conflict of interest, and they and their personnel, employees, or agents shall avoid personal conflict of interest and appearance of conflict of interest in awarding financial assistance, and in the conduct of procurement activities involving funds under the Act.

- 8.40** Members of the WIB shall comply with the intent of the California Political Reform Act of 1979, as amended (commencing with Section 87300 of Chapter 7, Title IX, of the California Government Code) and the County of San Joaquin Conflict of Interest Code.

9.00 AMENDMENTS

- 9.10** Amendments to these Bylaws may be approved by a two-thirds (2/3) affirmative vote of the full WIB membership, at any regular meeting of the WIB, provided, however, that the amendments proposed has been submitted in writing at the previous regular meeting or included in the call to the meeting. Amendments proposed to these Bylaws must be received by the WIB membership no less than ten (10) working days prior to their consideration by the WIB.

10.00 EFFECT

- 10.10** These Bylaws shall become effective upon initial adoption by a majority vote of the WIB, and shall remain in effect, as amended per section 9.00 above, until dissolution of WIB.
- 10.20** In any conflict arising between the provisions of the Act, applicable State law, or other implementing regulations, the legal provisions of law and regulation shall prevail, except as the Bylaws represent allowable discretion by WIB in interpretation and implementation of law and regulation.

B99-578, Adopted May 18, 1999
B-99-1460 Adopted December 7, 1999
B-00-641 and B-00-643 Adopted on May 23, 2000
B-00-680 Adopted on June 6, 2000
B-00-1464 Adopted on November 28, 2000
B-01-821 Adopted June 19, 2001
B-07-1146 Adopted November 20, 2007

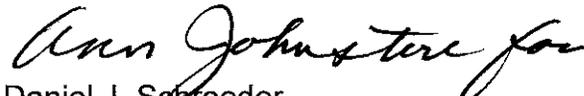
**WIA Local Plan Program Years 2013-15
Local Workforce Investment Board Recertification Request**

Local Board Name:	San Joaquin County Workforce Investment Board
Contact Person:	Rick Aguilera, Administrative Services Manager
Telephone:	(209) 468-3500
Date:	7/01/13

Local Workforce Investment Board Membership Certification

The Workforce Investment Act (WIA) Section 117(a)(b) and (c) provides for the requirements for nominating and selecting members in each membership category. The WIA Section 117(b)(4) requires that business members constitute a majority of the Local Workforce Investment Board (local board). Per WIA Section 117(b)(5), the chairperson shall be a business representative. The required membership categories follow.

I certify that the below listed members of the San Joaquin County
Local Workforce Investment Board were appointed in the manner required by WIA Section 117.



Daniel J. Schroeder
Local Workforce Investment Board Chair



Signature

6-26-13

Date

INSTRUCTIONS: If the Chief Local Elected Official has approved additional membership categories, enter the information under “ADDITIONAL PARTNERS and ADDITIONAL ONE-STOP PARTNERS.” If the additional members are non-business, then a sufficient number of additional business members are required to maintain the business majority. If an individual represents multiple categories, after the first time s/he is identified (subsequent to the first notation), please asterisk his/her name at all subsequent entries. If a required membership category (program or activities) does not exist in your local area, simply indicate “does not exist” in the “Name” column for that category. Add extra lines as needed. Address any vacancies under “CORRECTIVE ACTION COMMENTS.”

BUSINESS: WIA Section 117(b)(2)(A) – shall include (i) representatives of business in the local area, who (I) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy-making or hiring authority; (II) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and (III) are appointed from among individuals nominated by local business organizations and business trade associations. Please identify the local board chairperson by typing CHAIR after his/her name.

Name	Title	Entity	Appointment Date	Term End Date
Gene Acevedo	President/Co-owner	Bilingual Weekly	5/21/13	5/21/15
Mary Kennedy-Bracken	President	Lathrop Chamber of Commerce	8/30/11	8/30/13
Zac Cort	Developer	The Cort Group	1/31/12	1/31/14
Ron Cotten	Manager & MLO	iServe Residential Lending	8/30/11	8/30/13
Terry Givens	Consultant		5/24/11	5/24/13
Peter Halver	Division Manager	Northern California Chapter, National Electrical Contractors Association	9/11/12	9/11/14
Sandra Johnson	Human Resource Director	The Record	8/30/11	8/30/13
Ann Johnston	President/CEO	The Ballooney, Inc.	8/9/11	8/9/13
Dan Maloney	Owner	Neon Dreams	1/31/12	1/31/14
Debby Moorhead	CEO	Manteca Chamber of Commerce	1/10/12	1/10/14
Albert Nunes	President	A.C. Trucking, Inc.	5/21/13	5/21/15

Sheri Oneto	Owner	Development Resource Services	8/9/11	8/9/13
Jessie Garza-Roderick	Vice-President	Roderick Pharmacy Group, Inc.	8/9/11	8/9/13`
Daniel Schroeder, CHAIR	Attorney	Neumiller & Beardslee	8/9/11	8/9/13
Howard Seligman	Attorney	Howard Seligman, Attorney	11/20/12	11/20/14
Julian Sepulveda	Owner/Manager	Sepulveda's Truck Painting and Body Shop, Inc.	8/9/11	8/9/13
Cynthia Summers	Realtor	Keller Williams Realty	8/9/11	8/9/13
Jeffrey Withers	Business Manager	Collins Electric	3/15/11	3/15/13

LOCAL EDUCATION ENTITIES: WIA Section 117(b)(2)(A) – shall include (ii) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Mick Founts	Superintendent of Schools	San Joaquin County Office of Education	8/28/12	8/28/14
2. Kathleen Hart	Superintendent/President	San Joaquin Delta College	7/10/12	7/10/14

LABOR ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iii) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees. A minimum of two appointments is required. California Unemployment Insurance Code Section 14202(c) further requires representatives of labor organizations nominated by local labor federations, including a representative of an apprenticeship program and that at least 15 percent of local board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10 percent of the local board members shall be representatives of labor organizations.

Name	Title	Entity	Appointment Date	Term End Date
1. Steve Lopez	Business Representative	Operating Engineers, Local #3	7/12/11	7/12/13
2. Jack Munoz	Business Mgr/Secretary Treasurer	Laborers Union, Local 73	7/12/11	7/12/13
3. Maria Patterson	Delegate	San Joaquin Calaveras Central Labor Council	8/9/11	8/9/13
4. David Thomas	Secretary-Treasurer	San Joaquin Building Trades	2/12/13	2/12/15
5. Lisa Vigil	Field Representative	Carpenters Local 152	11/22/11	11/22/13
6. Marcus Williams	Vice President	SEIU	5/24/11	5/24/13

COMMUNITY-BASED ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iv) representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present). A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Tony Washington	Director	Just Say No Stockton, Inc.	8/9/11	8/9/13
2. Ernest Williams	President	African American Community Service Organization	8/9/11	8/9/13

ECONOMIC DEVELOPMENT AGENCIES: WIA Section 117(b)(2)(A) – shall include (v) representatives of economic development agencies, including private sector economic development entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Shelley Burcham	Vice President Client Services	San Joaquin Partnership	2/12/13	2/12/15
2. Cal Parker	Member	Economic Development Association	10/18/11	10/18/13

ONE-STOP PARTNERS: WIA Section 117(b)(2)(A) – shall include (vi) representatives of each of the One-Stop partners. The required One-Stop partners are identified in WIA 121(b)(1).

PROGRAMS AUTHORIZED UNDER THIS TITLE: WIA Section 121(b)(1)(B)(i) – Please check “yes” below if programs are operated anywhere within the local area; check “no” if not. The programs authorized under WIA Title I include:

Program	Yes	No
WIA Youth (Chapter 4)	X	
WIA Adult and Dislocated Workers (Chapter 5)	X	
Job Corps (Subtitle C)		X
National Programs (Subtitle D), including:		
Native American Programs (Section 166)		X
Migrant and Seasonal Farmworker Programs (Section 167)	X	
Veterans’ Workforce Investment Programs (Section 168)	X	
Youth Opportunity Grants (Section 169)		X
Demonstration, Pilot, Multiservice, Research, and Multistate Projects (Section 171)	X	
National Emergency Grants (Section 173)	X	

Of the programs identified as “yes” above, please complete name, title, entity and program(s), appointment date, and term end date below. If one individual represents more than one program, please include all programs in the Entity and Program(s) box.

Name	Title	Entity and Program(s)	Appointment Date	Term End Date
John M. Solis	Executive Director	Employment & Economic Development Department WIA Youth, WIA Adult & Dislocated Workers, Demonstration, Pilot, Multiservice, Research, and Multistate Projects, National Emergency Grants	8/9/11	8/9/13

Mary Mendoza	Deputy Division Chief Region IV Northern Workforce Services Division	Employment Development Department Veterans' Workforce Investment Programs (Section 168)	3/29/11	3/29/13
Christopher Paige	Chief Executive Officer	California Human Development Migrant & Seasonal Farmworkers (Section 167)	5/21/13	5/21/15

PROGRAMS AUTHORIZED UNDER THE WAGNER-PEYSER ACT: WIA Section 121(b)(1)(B)(ii)

Name	Title	Entity	Appointment Date	Term End Date
* Mary Mendoza	Deputy Division Chief Region IV Northern Workforce Services Division	Employment Development Department	3/29/11	3/29/13

ADULT EDUCATION AND LITERACY ACTIVITIES AUTHORIZED UNDER WIA TITLE II: WIA Section 121(b)(1)(B)(iii)

Name	Title	Entity	Appointment Date	Term End Date
* Mick Founts	Superintendent of Schools	San Joaquin County Office of Education	8/28/12	8/28/14

PROGRAMS AUTHORIZED UNDER TITLE I OF THE REHABILITATION ACT OF 1973: WIA Section 121(b)(1)(B)(iv)

Name	Title	Entity	Appointment Date	Term End Date
Ardria Climons	Rehabilitation Supervisor	California State Department of Rehabilitation	3/27/12	3/27/14

ACTIVITIES AUTHORIZED UNDER TITLE V OF THE OLDER AMERICANS ACT OF 1965: WIA Section 121(b)(1)(B)(vi)

Name	Title	Entity	Appointment Date	Term End Date
Joseph Chelli	Director	Human Services Agency	2/14/12	2/14/14

POSTSECONDARY VOCATIONAL EDUCATION ACTIVITIES AUTHORIZED UNDER THE CARL D. PERKINS VOCATIONAL AND APPLIED TECHNOLOGY EDUCATION ACT: WIA Section 121(b)(1)(B)(vii)

Name	Title	Entity	Appointment Date	Term End Date
* Mick Founts	Superintendent of Schools	San Joaquin County Office of Education	8/28/12	8/28/14

ACTIVITIES AUTHORIZED UNDER CHAPTER 2 OF TITLE II OF THE TRADE ACT OF 1974: 121(b)(1)(B)(viii)

Name	Title	Entity	Appointment Date	Term End Date
* Mary Mendoza	Deputy Division Chief Region IV Northern Workforce Services Division	Employment Development Department	3/29/11	3/29/13

ACTIVITIES AUTHORIZED UNDER CHAPTER 41 OF TITLE 38, UNITED STATES CODE: WIA Section 121(b)(1)(B)(ix) – Job Counseling, Training, and Placement Service for Veterans. The local Employment Development Department Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representatives (LVER) provide these services.

Name	Title	Entity	Appointment Date	Term End Date
* Mary Mendoza	Deputy Division Chief Region IV Northern Workforce Services Division	Employment Development Department	3/29/11	3/29/13

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT UNDER THE COMMUNITY SERVICES BLOCK GRANT
ACT: WIA Section 121(b)(1)(B)(x)

Name	Title	Entity	Appointment Date	Term End Date
* Joseph Chelli	Director	Human Services Agency	2/14/12	2/14/14

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT BY THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT: WIA Section 121(b)(1)(B)(xi)

Name	Title	Entity	Appointment Date	Term End Date
Barbara Kauss	Executive Director	Housing Authority of San Joaquin County	10/18/11	10/18/13

PROGRAMS AUTHORIZED UNDER STATE UNEMPLOYMENT COMPENSATION LAWS: WIA Section 121(b)(1)(B)(xii)

Name	Title	Entity	Appointment Date	Term End Date
* Mary Mendoza	Deputy Division Chief Region IV Northern Workforce Services Division	Employment Development Department	3/29/11	3/29/13

ADDITIONAL PARTNERS: WIA Section 117(b)(2)(B) – may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate. (These do not have to be One-Stop partners.)

Name	Title	Entity	Appointment Date	Term End Date

ADDITIONAL ONE-STOP PARTNERS: WIA Section 121(b)(2)(A) IN GENERAL – In addition to the entities described in paragraph (1), other entities that carry out a human resource program described in subparagraph (B) may – (i) make available to participants, through the one-stop delivery system, the services described in WIA Section 134(d)(2) that are applicable to such program; and (ii) participate in the operation of such system consistent with the terms of the memorandum described in subsection (c), and with the requirements of the federal law in which the program is authorized; if the local board and Chief Local Elected Official involved approve such participation.

WIA Section 121(b)(2)(B) PROGRAMS – The programs referred to in subparagraph (A) may include – (i) programs authorized under Part A of title IV of the Social Security Act; (ii) programs authorized under section 6(d)(4) of the Food Stamp Act of 1977; (iii) work programs authorized under section 6(o) of the Food Stamp Act of 1977; (iv) programs authorized under the National and Community Service Act of 1990; and (v) other appropriate federal, State, or local programs, including programs in the private sector.

Name	Title	Entity	Appointment Date	Term End Date
* Joseph Chelli	Director	Human Services Agency	2/14/12	2/14/14

CORRECTIVE ACTION COMMENTS:

Explain any vacant appointment(s) regarding the required membership composition only. Include the length of time the appointment(s) has been vacant, efforts made to fill the vacant appointment(s), and dates by which the vacant appointment(s) should be filled.

Business - Vacancies have been announced through the appropriate channels. Letters were recently sent to the various Chambers of Commerce requesting their assistance with the recruitment of WIB members. We will continue to announce the vacancies and will also solicit new business representatives at various Chambers of Commerce events, Trade Shows, etc. Director and staff will also be contacting local businesses in an effort to solicit members. These vacancies should be filled by the end of the calendar year.

COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES:

Total number of individuals currently sitting on local board = 36
Number of vacancies currently on local board = 3
Total local board membership = 39

Total number of business representatives currently sitting on local board = 18
Number of business representative vacancies currently on local board = 2
Total local board Business Members = 20

Divide total local board business members by total local board membership = 46% (must be greater than 50%)

COMPLIANCE WITH LABOR REPRESENTATIVES

Total number of labor representatives currently sitting on local board = 6
Number of labor representatives vacancies currently on local board = 0
Total local board Labor Representatives = 6

Divide total local board labor representatives by total local board membership = 100% (must be at least 15% unless not enough nominated by local labor federation, then at least 10%)

**WIA Local Plan Program Years 2013-17
Program Administration Designee and Plan Signatures**

This local plan represents the San Joaquin County

Local Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of July 1, 2013 through June 30, 2017 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair

Chief Local Elected Official


Signature


Signature

Daniel Schroeder
Name

Ken Vogel
Name

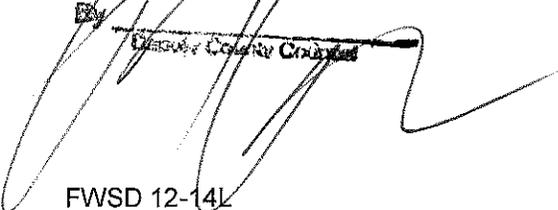
Chair
Title

Chair
Title

6-26-13
Date

7-23-13
Date

Approved as to Form
DAVID WOOTEN
County Counsel

By 
County Counsel

A-00-587

WORKFORCE INVESTMENT ACT REQUIRED PARTNERS

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is entered into pursuant to the Workforce Investment Act of 1998 (WIA), by and between the San Joaquin County Workforce Investment Board (hereinafter referred to as WIB), and the State Employment Development Department (hereinafter referred to as PARTNER) as the entity representing Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974, programs authorized under State unemployment compensation laws, programs authorized under title I of Workforce Investment Act serving veterans' workforce programs, activities authorized under chapter 41 of title 38, U.S.C, and programs authorized under the Wagner-Peyser Act.

Purpose

The purpose of this MOU is to describe how financial and institutional resources will be utilized to better serve mutual and common customers (job seekers, training and education seekers, and employers) in San Joaquin County through an integrated system of delivery called the WorkNet System (Attachment A). It is understood that the development and implementation of this system will require mutual trust and teamwork among WIB, PARTNER, and other cooperating partners, all working together to accomplish shared goals. As such, this MOU is entered into in a spirit of cooperation between WIB and PARTNER.

The parties mutually agree as follows:

I. Services to be Provided through WorkNet System

A. Core Services

In accordance with 20 CFR 662.230, PARTNER must make available to participants through the WorkNet System the core services that are applicable to PARTNER's programs (Attachment B for definitions).

PARTNER shall provide:

- 1) Outreach and intake
- 2) Orientation to the WorkNet System
- 3) Center orientation
- 4) Self-service initial assessment for job readiness
- 5) Self-service eligibility determination for services offered by all Workforce Investment System Partners
- 6) Information regarding access to all programs carried out by all WorkNet Partners

- 7) Eligibility determination
- 8) Information regarding the labor market
- 9) Information regarding available training
- 10) Information regarding available community services
- 11) Ability to file for unemployment compensation
- 12) Job search training and job matching
- 13) Career counseling
- 14) Information regarding costs and program performance
- 15) Information regarding local area performance
- 16) Follow-up services

B. Other Activities

In accordance with 20 CFR 662.260, in addition to the provision of core services, PARTNER shall provide access to the other activities and programs carried out under PARTNER's authorizing laws.

PARTNER shall provide:

- 1) Case management for Youth Employment Opportunities Program (YEOP), Veterans Programs, Candelaria American Indian Council Program, Wagner-Peyser 10% Intensive Service Program for CalWORKs eligible clients and other clients with barriers
- 2) Outreach and service to migrant and seasonal farm workers
- 3) Job Focus workshop for certain Unemployment Insurance (UI) claimants

II. Funding of WorkNet System Operating and Services Costs

In accordance with 20 CFR 662.230, PARTNER shall use a portion of funds made available to PARTNER's program, to the extent not inconsistent with the Federal law authorizing PARTNER's program, to create and maintain the WorkNet System and provide core services.

PARTNER shall contribute a fair share of the operating costs of the WorkNet System proportionate to the use of the System by individuals attributable to PARTNER's program. Operating costs are defined as those costs (a) required to develop, implement and manage the WorkNet System, and (b) in which all partners involved in the local WorkNet System share responsibility. That includes, but is not limited to, costs of technology for the system, facilities, performance tracking, capacity building, system administration and fiscal management, planning, marketing, operations, shared systemwide costs.

PARTNER shall use its program funding to provide WorkNet services. Services costs are defined as those costs which are (a) incurred directly by a partner to provide eligible services to eligible participants of its own unique programs, and (b) for which PARTNER providing those services is exclusively responsible.

See attachment C.

III. Methods for Referral of Individuals between WorkNet Center Operators and WorkNet System Partners

PARTNER and WorkNet Center operators shall refer individuals between each other within the WorkNet System (Attachment D). All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

IV. Duration and Procedures for Amending MOU

This MOU shall commence on July 1, 2000, and remain in effect until terminated by the repeal of WIA, otherwise by action of law, or unless terminated earlier by WIB or PARTNER in accordance with Part V, Section K of this MOU. Modifications shall be made only in a written amendment to this MOU signed by each party's authorized representative.

V. Other ProvisionsA. Workforce Investment Board Representative

In accordance with 20 CFR 662.230, PARTNER shall serve as a representative on the San Joaquin County Workforce Investment Board.

B. Performance Obligations of Parties

WIB and PARTNER will follow the principles of the Malcolm Baldrige Criteria for Performance Excellence (Attachment E).

C. Nondiscrimination Clause

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment due to gender, race, color, ancestry, religion, national origin, physical disability, mental disability, medical conditions, age, or marital status. WIB and PARTNER shall comply with the provisions of Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations. Parties shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement.

WIB and PARTNER shall include the nondiscrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

Americans with Disabilities Act (ADA)

WIB and PARTNER assure compliance with the ADA of 1990, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

D. Confidentiality and Cross Release of Information

WIB and PARTNER agree to comply with the provisions of WIA and applicable sections of the Welfare and Institutions code, the California Education Code, the Rehabilitation Act, and/or any other appropriate statute or requirement to assure that:

- 1) All applications and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- 2) No person will publish or disclose use, or permit, cause to be published disclosed or used, any confidential information pertaining to WorkNet System applicants, participants, or customers overall.

WIB and PARTNER agree to abide by the current confidentiality provisions of respective statutes and shall share information necessary for the administration of the program. WIB and PARTNER, therefore, agree to share client information necessary for provision of services under WIA; i.e.: assessment; universal intake; program or training referral; job development or placement activities; and other services as needed for employment or program support purposes.

E. Access to Records

WIB, San Joaquin County, State of California, United States Department of Labor, Comptroller General of the United States, or any other duly authorized representatives shall have timely and reasonable access to any books, documents, papers, and records (including computer records) of PARTNER or subcontractor of PARTNER which are directly pertinent to this MOU, in order to conduct audits and examinations and to make excerpts, transcripts, and photocopies. This right also includes timely and reasonable access to personnel of PARTNER and subcontractors of PARTNER for the purpose of interviews and discussions related to such documents.

F. Non Financial Agreement

This MOU is nonfinancial in nature and does not bind WIB or PARTNER to financial obligations. Financial or fiduciary arrangements to the WorkNet System are outlined in separate financial MOUs between WIB and effected partner agencies respectively.

G. Assurance

WIB and PARTNER assure that available funds are used to supplement, not supplant all available services.

H. Relationship of Parties

This MOU is by and between two (2) independent contractors and is not intended to and shall not be construed to create the relationship of agent, servant, or employer-employee between the parties.

I. Hold Harmless

PARTNER shall defend, hold and save WIB and San Joaquin County, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omission of any employee, agent or representative of PARTNER.

WIB and San Joaquin County shall hold and save PARTNER, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omissions of any employee, agent or representative of WIB and San Joaquin County.

J. Disputes

PARTNER agrees to make a reasonable effort to resolve disputes arising from the MOU by an administrative process (such as the utilization of a binding arbitrator or some form of mutually agreed upon mediations) and negotiations in lieu of litigation. Unless specifically relieved in writing, MOU will remain in effect while the resolution of the dispute is being processed.

Any dispute concerning a question of fact arising under this MOU which is not settled by informal means shall be decided by an authorized representative of San Joaquin County, who shall reduce the decision to writing and mail or otherwise furnish a copy thereof to PARTNER.

In connection with any appeal proceeding under this clause, PARTNER shall be afforded an opportunity to be heard and to offer evidence in support of an appeal. Pending final decision of the appeal, PARTNER shall proceed diligently with the performance of this MOU and in accordance with the decision of San Joaquin County's authorized representative.

This "Disputes" clause does not preclude consideration of any legal questions in connection with decisions provided above, provided that nothing in this MOU shall be construed as making final the decision of San Joaquin County's administrative official, representative, or board on a question of law.

IN WITNESS WHEREOF, the parties have executed this Memorandum of Understanding on the dates indicated below.

APPROVED FOR COUNTY:

APPROVED FOR WIB:


EDWARD A. SIMAS, CHAIRMAN
San Joaquin County
Board of Supervisors

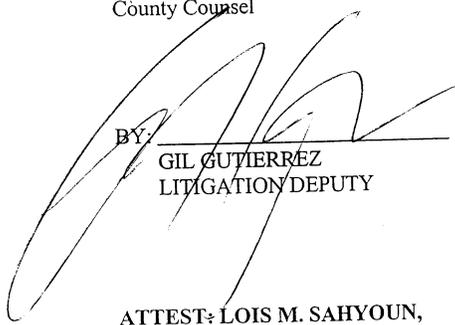

DANIEL J. SCHROEDER,
CHAIRPERSON
Workforce Investment Board

JUN 27 2000
DATE

6-18-00
DATE

APPROVED AS TO FORM:
TERRENCE R. DERMODY
County Counsel

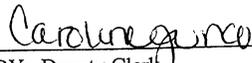
APPROVED FOR PARTNER:


BY: GIL GUTIERREZ
LITIGATION DEPUTY


PHIL FRIEDERS
REGIONAL MANAGER
Employment Development Department

ATTEST: LOIS M. SAHYOUN,
Clerk of the Board of Supervisors
of the County of San Joaquin
State of California

5-30-2000
DATE


BY: Deputy Clerk



Attachment A

DESCRIPTION OF WORKNET SYSTEM

The WorkNet System is described by eight (8) principles.

Multiple WorkNet Centers:	Will be established across the county to assure maximum availability
Universal Access:	Will be provided to all customers for core services
Internet Centered:	Will provide the widest possible access to the core services
Service Driven:	Will assure the maximum level quantity and quality of service at each center, as opposed to agency driven
Customer Driven:	Will respond to customer needs
Outcome Based:	Will measure its success based on the success of its customers
Malcolm Baldrige Criteria For Performance Excellence:	Will promote the highest quality of service
Chartering Process:	Will assure that WorkNet Centers provide predictable, dependable services to all customers at all sites so customers can depend on the type and quality of service provided

Attachment B

DEFINITION OF SERVICES

CORE SERVICES**1. Outreach and Intake**

Outreach is the action taken to inform job seekers of the services and benefits available to them through the WorkNet System. Intake is the collection of information about a job seeker when he or she registers with a WorkNet Center to become eligible to receive specified core services and intensive services.

2. Orientation to the WorkNet System

The "system orientation" helps job seekers to understand and use the broad array of resources available from the entire WorkNet System. The system orientation also includes a listing of all WorkNet employment and education opportunities.

3. Center Orientation

The "center orientation" is a hands-on training regarding the use of computerized and non-computerized information and self-service resources that are available in each WorkNet Center.

4. Self-service initial assessment for job readiness

The self-service computerized initial assessment is designed to help job seekers to inventory their skills and compare them to those skills required by employers. Job seekers are encouraged to find employment opportunities through job matching and compare their skills to those required by the job opportunities found during the job matching process. The initial assessment should provide job seekers with information regarding their skill levels, aptitudes, abilities, and supportive service needs.

Once the job seeker has matched his or her skills to the required skills of an employment opportunity (found during the job match process), the job seeker then uses the skills learned in job club and job search to obtain the job.

Self-service assessment may also be used by job seekers to determine if they have the skills needed for the employment of their choice and, if not, plan to obtain vocational training or education to obtain the skills and then apply for employment.

5. Self-service eligibility determination for services offered by all Workforce Investment System Partners

Attachment B (Continued)

The self-service eligibility determination process includes a computerized list of questions to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information regarding eligibility will be available to all job seekers.

6. Information regarding access to all programs carried out by all WorkNet Partners

Access to programs includes three distinct types of information or processes. First, a description of all partners programs must be available to job seekers. Second, a process to determine preliminary eligibility for these programs must be available in all WorkNet Centers (See #5 above). Third, a process to assist participants to schedule an appointment with service providers for additional information, and/or to directly register for one or more services available through PARTNER's program.

7. Eligibility Determination

Eligibility determination is the formal processes of determining if a job seeker is eligible to receive services under WIA, Title I, subtitle B. Also, it is when participants establish eligibility for Welfare-to-Work, Enterprise Zone Vouchers, and financial aide programs for training and education programs not funded under WIA but available in the area.

8. Information regarding the labor market

Labor Market Information (LMI) Report includes a list of most of the jobs available in San Joaquin County. The LMI report includes wage levels, skill requirements, needed educational background, and much more. Job seekers may use the LMI to help select the employment they would like to pursue.

9. Information regarding available training

The Training Directory (TD) lists most of the education and training available in San Joaquin County. Job seekers, who have decided that they wish to obtain training, can use the training directory to help find the training necessary to qualify them for the employment they seek.

10. Information regarding available community services

Job Seekers may need assistance with and/or information about childcare, transportation, housing, crime prevention or legal services, domestic violence, and other subjects to help them obtain or retain employment, and/or enter and complete education or training. This information is available in the Community Resources Directory. This core service also includes a system to refer job seekers to such services.

Attachment B (Continued)

11. Ability to file for unemployment compensation

Unfortunately, some job seekers will have recently lost their jobs. These individuals may apply by telephone for unemployment compensation from any WorkNet Center.

12. Job Search Training and Job Matching

Job search training teaches individuals the skills necessary to find and obtain employment. Job matching is a self-initiated process where job seekers use a computer (and other resources) to find employment. Job seekers use the skills learned in job search training to apply for employment opportunities found during their job matching sessions.

13. Career Counseling

Career counseling enables a job seeker to develop self-understanding so that he or she can determine what work situation would be satisfying and suit his or her personality and preferred style of life. WorkNet Center staff helps the job seeker to identify and remove barriers to employment.

14. Information Regarding Costs and Program Performance

Performance information relating to specific training providers including, but not limited to, public and private post-secondary education and training institutions, adult schools and providers of vocational rehabilitation services and activities. The performance indicators for adults, dislocated workers and older youth (19-21) include placement numbers and rates, retention numbers and rates, wage levels at placement and follow-up, and the attainment of an education or training certificate(s) for those who have obtained unsubsidized employment. Performance indicators for younger youth (14-18): are attainment of basic, work readiness, or occupational skills; high school diploma or equivalent; placement and retention in post-secondary education, advanced training, or military service; or employment and qualified apprenticeships.

15. Information regarding Local Area Performance

Information that is provided to job seekers regarding the performance of the WorkNet Center, WorkNet System.

16. Follow-Up Services

Follow-up services are available to all registered participants who have been placed into unsubsidized employment. These services will be available a minimum of 12 months following the first day of unsubsidized employment.

Attachment B (Continued)

INTENSIVE SERVICES

1. Assessment

Job seekers eligible for intensive services will be provided with computerized assessments, paper and pencil assessments or both. The assessment will identify, at a minimum, the job seeker's vocational aptitudes and interests, educational level, reading and math levels, transferable skills, and barriers to employment.

2. Career Plan

WorkNet Center staff will help job seekers to develop a Career Plan that addresses the job seekers' aptitudes and interests, and eliminates or reduces barriers to employment.

3. Service and Training Referral

WorkNet Center staff will refer job seekers to the education and/or training necessary to obtain the skills identified in the job seekers' Career Plan. This training may be provided through classroom training, worksite training, or both. Job seekers will also be referred to services needed to overcome the barriers to employment identified in the job seekers' Career Plan.

4. Individual and Group Career Counseling

WorkNet Center staff will help eligible job seekers to pursue and complete their Career Plans.

5. Case Management

WorkNet Center staff will provide case management services to participants who are enrolled in a training program or work experience.

6. Work Maturity Skill Training

Short term classroom training to assist participants to find, obtain and retain employment.

7. Work Experience

Work experience is a structured learning experience that takes place in a workplace for a limited period of time.

TRAINING AND OTHER SERVICES

1. Classroom Training

WorkNet Centers will have the capacity to present job seekers with access to funded occupational skills training and/or basic education provided by approved training and education providers.

Attachment B (Continued)

2. Worksite Training

WorkNet Centers will have the capacity to present job seekers with access to funded worksite skills and/or work maturity training provided by approved employers.

3. Supportive Services

WorkNet Centers will have the capacity to present job seekers with access to funded supportive services provided by approved supportive service providers.

4. Needs Based Payments

WorkNet Centers will have the capacity to provide job seekers with access to needs based payments to assist with living costs during and for 12 months after training.

FUNDING OF WORKNET SYSTEM OPERATING AND SERVICES COSTS

Cost Item	Service/Activity	Revenue Source	Method of Allocating Cost			Support Documentation	Value \$
			Direct Charge	Cost Pool	Indirect Cost Rate		
1 Personnel	WorkNet Center Operations	W-P or MSFW	X			Timesheets	\$1,820,081
2 Fringe Benefits	WorkNet Center Operations	W-P or MSFW	X			Labor contract	\$400,600
3 Facility Costs	WorkNet Center Operations	W-P	X			Lease	\$291,222
4 Equipment/Furniture	WorkNet Center Operations	W-P or MSFW		X		Labor hours	\$39,209
5 Information Technology	WorkNet Center Operations	W-P		X		Labor hours	\$17,250
6 Consumable Supplies	WorkNet Center Operations	W-P or MSFW			X	Indirect rate	\$9,000
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							

W-P = Wagner-Peyser
 MSFW = Migrant Seasonal Farm Worker

Attachment D

METHOD OF REFERRALS

The method of referrals reflects the WorkNet guiding principle of customer driven and the core service of information regarding access to all programs carried out by all WorkNet partners. All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

The method of referrals is as follows:

First, a description of all partners programs will be available to job seekers in three different ways:

1. A WorkNet representative will verbally give the information.
2. Written materials, regarding partner services will be available in each WorkNet Center.
3. Information on PARTNERS included on the written materials will be made available on the WorkNet web page, thus expanding the availability of the material to all individuals at any time.

Second, a process to determine preliminary eligibility for these programs will be available in all WorkNet Centers. The self-service eligibility determination process includes a computerized list of questions to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information given by a WorkNet representative or on brochures regarding eligibility will be available to all job seekers.

Third, a WorkNet representative shall assist participants to schedule an appointment with service providers for additional information, and/or directly register for one or more services available through PARTNER's program. The same WorkNet representative will follow-up to ensure the customer received services. As well, on-line referrals, scheduling and enrollment will be developed for partners to better serve their customers through the WorkNet System.

Attachment E

PERFORMANCE EXPECTATIONS

The Malcolm Baldrige Criteria for Performance Excellence is the framework for evaluating the Performance Based principle of the WorkNet System.

The Baldrige Criteria are built on a set of core values and concepts that represent a foundation for integrating key business requirements within a results-oriented framework. The core values and concepts are:

- Leadership:** Examines the personal leadership of the organization's senior leaders, and their involvement in creating and sustaining values, organizational directions, performance expectations, customer focus, and a leadership system that promotes performance excellence. Also examined is how the values and expectations are integrated into the overall organization, including how it continuously learns and improves, and addresses its community responsibilities.
- Strategic Planning:** Examines how the organization sets strategic directions, and how it determines key action plans. Also examined is how the plans are translated into an effective performance management system.
- Customer and Market Focus:** Examines how the organization determines requirements and expectations of customers and markets. Also examined is how the organization enhances relationships with customers and determines their satisfaction.
- Information and Analysis:** Examines the management and effectiveness of the use of data and information to support key organizational processes and the organization's performance management system. It is the "brain center" for the alignment of an organization's operations with its strategic direction, and the focal point for all key information to manage the organization, and improve its performance.
- Human Resource Development and Management:** Examines how the workforce is enabled to develop and utilize its full potential, aligned with the organization's objectives, and how the organization builds and maintains an environment conducive to performance excellence, full participation, and personal and professional growth.

Attachment E (Continued)

Process Management:

Examines key aspects of process management, including customer-focused design, product and service delivery processes, support processes, and supplier and partnering processes, and how they are designed, effectively managed, and improved to achieve better performance.

Business Results:

Examines the organization's performance and improvement in key business areas – customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

Stockton WorkNet Center PY 2013-14

Resource Sharing Budget	EEDD	EDD	Total
Staff Costs			
Direct Staff Salaries (including Fringe Benefits)	\$509,351	\$148,664	\$658,015
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$77,720	\$77,720
Indirect Staff Salaries (including Fringe Benefits)	\$14,132	\$0	\$14,132
Indirect Admin Staff Salaries (including Fringe Benefits)	\$0	\$0	
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @ 48.13%)	\$0	\$65,336	\$65,336
Operation Costs			
Space Costs (including rent, utilities, repairs, maintenance, security, etc.)	\$86,620	\$50,393	\$137,013
Communication Costs (including telephones, cell phones, pagers, etc.)	\$5,591	\$0	\$5,591
Equipment Costs (including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$3,746	\$3,746
Operation Costs (including consumable supplies, postage, printing, outreach, training, etc.)	\$41,058	\$0	\$41,058
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)	\$0	\$45,000	\$45,000
Other (Identify)			
Total	\$656,753	\$390,860	\$1,047,612

Stockton WorkNet Center PY 2013-14

WorkNet Center Budget (Funding Source)	WIA Adult / DW	Wagner-Peyser	Veterans	SBDC (Delta)	CalWORKS	WIA Youth	Dept. of Aging	Dept. of Rehab.	WIA Rapid Response	AB 109	Total
Staff Costs											
Direct Staff Salaries (Including Fringe Benefits)	\$2,203,077	\$421,780	\$92,856	\$67,677	\$852,602	\$732,925	\$98,462	\$7,500	\$88,871	\$299,755	\$4,865,505
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$220,503	\$48,544	\$21,316	\$0	\$0	\$2,292	\$2,250	\$0	\$0	\$294,905
Indirect Staff Salaries (Including Fringe Benefits)	\$61,126	\$0	\$0	\$0	\$26,173	\$21,795	\$25,101	\$0	\$2,231	\$10,119	\$146,545
Indirect Admin Staff Salaries (Including Fringe Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$5,346	\$0	\$0	\$0	\$5,346
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)	\$0	\$147,262	\$31,544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$178,805
Operation Costs								\$750			\$750
Space Costs (including rent, utilities, repairs, maintenance, security, etc.)	\$374,654	\$105,284	\$0	\$6,408	\$88,728	\$73,890	\$25,972	\$0	\$23,550	\$34,305	\$732,791
Communication Costs (including telephones, cell phones, pagers, etc.)	\$24,183	\$0	\$0	\$0	\$8,596	\$7,158	\$5,125	\$0	\$1,125	\$3,323	\$49,510
Equipment Costs (including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$9,491	\$1,998	\$0	\$0	\$0	\$1,923	\$0	\$0	\$0	\$13,412
Operation Costs (including consumable supplies, postage, printing, outreach, training, etc.)	\$177,586	\$0	\$0	\$5,000	\$38,394	\$31,973	\$175,628	\$0	\$11,668	\$14,844	\$485,093
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)	\$0	\$114,000	\$24,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$138,000
Other (Identify)											\$0
											\$0
											\$0
Intensive / Training Services											
Work Experience Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$2,840,626	\$1,018,318	\$198,942	\$100,400	\$1,014,494	\$867,742	\$339,849	\$10,500	\$127,444	\$362,346	\$6,880,661

Stockton WorkNet Center PY 2013-14

WIA WorkNet Center Budget	Core Services (Shared)	Core Services (Direct)	Intensive Services	Training Services	Supportive Services	Total
Staff Costs						
Direct Staff Salaries (Including Fringe Benefits)	\$509,351	\$1,016,235	\$677,490	\$0	\$0	\$2,203,077
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Staff Salaries (Including Fringe Benefits)	\$14,132	\$28,196	\$18,797	\$0	\$0	\$61,126
Indirect Admin Staff Salaries (Including Fringe Benefits)	\$0	\$0	\$0	\$0	\$0	\$0
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)	\$0	\$0	\$0	\$0	\$0	\$0
Operation Costs						
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)	\$86,620	\$172,820	\$115,214	\$0	\$0	\$374,654
Communication Costs (Including telephones, cell phones, pagers, etc.)	\$5,591	\$11,155	\$7,437	\$0	\$0	\$24,183
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$0	\$0	\$0	\$0	\$0
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)	\$41,058	\$81,917	\$54,611	\$0	\$0	\$177,586
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)	\$0	\$0	\$0	\$0	\$0	\$0
Other (Identify)						
	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
Intensive / Training Services						
Work Experience Wages	\$0	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$656,753	\$1,310,324	\$873,549	\$0	\$0	\$2,840,626

Tracy WorkNet Center PY 2013-14

Resource Sharing Budget		EEDD	EDD		Total
Staff Costs					
Direct Staff Salaries (Including Fringe Benefits)		\$13,132	\$23,214		\$36,346
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)		\$0	\$3,094		\$3,094
Indirect Staff Salaries (Including Fringe Benefits)		\$354	\$0		\$354
Indirect Admin Staff Salaries (Including Fringe Benefits)		\$0	\$0		\$0
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)		\$0	\$16,928		\$16,928
Operation Costs					
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)		\$3,624	\$7,298		\$10,922
Communication Costs (Including telephones, cell phones, pagers, etc.)		\$262	\$0		\$262
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)		\$0	\$500		\$500
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)		\$1,238	\$0		\$1,238
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)		\$0	\$6,000		\$6,000
Other (Identify)					
Total		\$18,610	\$57,033	\$0	\$75,643

Tracy WorkNet Center PY 2013-14

WorkNet Center Budget (Funding Source)	WIA Adult / DW	Wagner-Peyser				CalWORKS	WIA Rapid Response	Veterans	Total
Staff Costs									
Direct Staff Salaries (Including Fringe Benefits)	\$175,098	\$46,428	\$0	\$0	\$0	\$6,954	\$52,748	\$26,308	\$307,536
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$6,189	\$0	\$0	\$0	\$0	\$0	\$12,136	\$18,325
Indirect Staff Salaries (Including Fringe Benefits)	\$4,724	\$0	\$0	\$0	\$0	\$214	\$1,329	\$0	\$6,267
Indirect Admin Staff Salaries (Including Fringe Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)	\$0	\$33,855	\$0	\$0	\$0	\$0	\$0	\$4,792	\$38,647
Operation Costs									
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)	\$48,325	\$14,595	\$0	\$0	\$0	\$413	\$50,845	\$0	\$114,178
Communication Costs (Including telephones, cell phones, pagers, etc.)	\$3,488	\$0	\$0	\$0	\$0	\$128	\$1,620	\$0	\$5,236
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$999	\$0	\$0	\$0	\$0	\$0	\$500	\$1,499
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)	\$16,504	\$0	\$0	\$0	\$0	\$213	\$15,862	\$0	\$32,579
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0	\$6,000	\$18,000
Other (Identify)									
									\$0
									\$0
									\$0
Intensive / Training Services									
Work Experience Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$248,139	\$114,066	\$0	\$0	\$0	\$7,921	\$122,403	\$49,736	\$542,265

Tracy WorkNet Center PY 2013-14

WIA WorkNet Center Budget						
	Core Services (Shared)	Core Services (Direct)	Intensive Services	Training Services	Supportive Services	Total
Staff Costs						
Direct Staff Salaries (Including Fringe Benefits)	\$13,132	\$149,927	\$64,786	\$0	\$0	\$227,845
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Staff Salaries (Including Fringe Benefits)	\$354	\$3,951	\$1,748	\$0	\$0	\$6,053
Indirect Admin Staff Salaries (Including Fringe Benefits) (For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)	\$0	\$0	\$0	\$0	\$0	\$0
Operation Costs						
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)	\$3,624	\$77,665	\$17,880	\$0	\$0	\$99,169
Communication Costs (Including telephones, cell phones, pagers, etc.)	\$262	\$3,556	\$1,291	\$0	\$0	\$5,108
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$0	\$0	\$0	\$0	\$0
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)	\$1,238	\$25,022	\$6,106	\$0	\$0	\$32,366
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)						\$0
Other (Identify)						
						\$0
						\$0
						\$0
Intensive / Training Services						
Work Experience Wages	\$0	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$18,610	\$260,120	\$91,811	\$0	\$0	\$370,542

Manteca WorkNet Center PY 13-14

Resource Sharing Budget		EEDD	EDD		Total
Staff Costs					
Direct Staff Salaries (Including Fringe Benefits)		\$53,470	\$116,070		\$169,539
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)		\$0	\$60,680		\$60,680
Indirect Staff Salaries (Including Fringe Benefits)		\$1,749	\$0		\$1,749
Indirect Admin Staff Salaries (including Fringe Benefits)		\$0	\$0		\$0
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)		\$0	\$39,430		\$39,430
Operation Costs					
Space Costs (including rent, utilities, repairs, maintenance, security, etc.)		\$0	\$0		\$0
Communication Costs (including telephones, cell phones, pagers, etc.)		\$2,584	\$0		\$2,584
Equipment Costs (including furniture, fixtures, information technology (computers, software, etc.), etc.)		\$0	\$7,298		\$7,298
Operation Costs (including consumable supplies, postage, printing, outreach, training, etc.)		\$5,311	\$2,498		\$7,810
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)		\$0	\$30,000		\$30,000
Other (Identify)					
Total		\$63,114	\$255,975	\$0	\$319,090

Manteca WorkNet Center PY 13-14

WorkNet Center Budget (Funding Source)	WIA Adult / DW	Wagner-Peyser	Veterans	CalWORKS	WIA Youth	Total
Staff Costs						
Direct Staff Salaries (Including Fringe Benefits)	\$175,312	\$232,140	\$23,214	\$14,684	\$372	\$445,723
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$121,361	\$3,094	\$0	\$0	\$124,455
Indirect Staff Salaries (Including Fringe Benefits)	\$5,733	\$0	\$0	\$385	\$0	\$6,150
Indirect Admin Staff Salaries (Including Fringe Benefits)	\$0	\$0	\$0	\$0	\$0	\$0
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)	\$0	\$78,859	\$15,500	\$0	\$0	\$94,359
Operation Costs						
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)	\$0	\$0	\$0	\$0	\$0	\$0
Communication Costs (Including telephones, cell phones, pagers, etc.)	\$8,473	\$0	\$0	\$132	\$11	\$8,616
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$14,595	\$0	\$0	\$0	\$14,595
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)	\$17,414	\$4,995	\$6,000	\$1	\$0	\$28,410
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)	\$0	\$60,000	\$500	\$0	\$0	\$60,500
Other (Identify)						
						\$0
						\$0
						\$0
Intensive / Training Services						
Work Experience Wages	\$0	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$206,932	\$511,950	\$48,308	\$15,203	\$416	\$782,809

Manteca WorkNet Center PY 13-14

WIA WorkNet Center Budget	Core Services (Shared)	Core Services (Direct)	Intensive Services	Training Services	Supportive Services	Total
Staff Costs						
Direct Staff Salaries (Including Fringe Benefits)	\$53,470	\$73,105	\$48,737	\$0	\$0	\$175,312
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Staff Salaries (Including Fringe Benefits)	\$1,749	\$2,391	\$1,594	\$0	\$0	\$5,733
Indirect Admin Staff Salaries (Including Fringe Benefits)	\$0	\$0	\$0	\$0	\$0	\$0
(For EDD - Fringe Benefits includes Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @ 46.13%)						\$0
Operation Costs						
Space Costs (including rent, utilities, repairs, maintenance, security, etc.)	\$0	\$0	\$0	\$0	\$0	\$0
Communication Costs (including telephones, cell phones, pagers, etc.)	\$2,584	\$3,533	\$2,355	\$0	\$0	\$8,473
Equipment Costs (including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$0	\$0	\$0	\$0	\$0
Operation Costs (including consumable supplies, postage, printing, outreach, training, etc.)	\$5,311	\$7,262	\$4,841	\$0	\$0	\$17,414
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)						\$0
Other (Identify)						
						\$0
						\$0
						\$0
Intensive / Training Services						
Work Experience Wages	\$0	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$63,114	\$86,291	\$57,527	\$0	\$0	\$206,932

A-00-588

WORKFORCE INVESTMENT ACT REQUIRED PARTNERS

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is entered into pursuant to the Workforce Investment Act of 1998 (WIA), by and between the San Joaquin County Workforce Investment Board (hereinafter referred to as WIB), and the Human Services Agency (hereinafter referred to as PARTNER) as the entity representing senior community service employment activities authorized under title V of the Older Americans Act of 1965, employment and training activities carried out under the Community Services Block Grant, and California Work Opportunities and Responsibilities to Kids program (CalWORKs).

Purpose

The purpose of this MOU is to describe how financial and institutional resources will be utilized to better serve mutual and common customers (job seekers, training and education seekers, and employers) in San Joaquin County through an integrated system of delivery called the WorkNet System (Attachment A). It is understood that the development and implementation of this system will require mutual trust and teamwork among WIB, PARTNER, and other cooperating partners, all working together to accomplish shared goals. As such, this MOU is entered into in a spirit of cooperation between WIB and PARTNER.

The parties mutually agree as follows:

I. Services to be Provided through WorkNet System

A. Core Services

In accordance with 20 CFR 662.230, PARTNER must make available to participants through the WorkNet System the core services that are applicable to PARTNER's programs (Attachment B for definitions).

PARTNER shall provide CalWORKs funds to make available the following core services for CalWORKs eligible clients:

1. Outreach & Intake;
2. Orientation to WorkNet System;
3. Center orientation;
4. Self-service initial assessment for job readiness;
5. Self-service eligibility determination for services offered by all Workforce Investment system partners;
6. Information regarding access to all programs carried out by all WorkNet Partners;
7. Eligibility determination;
8. Information regarding the labor market;
9. Information regarding available training;

10. Information regarding available community services;
11. Ability to file for unemployment compensation;
12. Job search training and job matching;
13. Career Counseling;
14. Information regarding costs and program performance;
15. Information regarding local area performance;
16. Follow-up services.

B. Other Activities

In accordance with 20 CFR 662.260, in addition to the provision of core services, PARTNER shall provide access to the other activities and programs carried out under PARTNER's authorizing laws.

PARTNER shall provide CalWORKs funds to make available the following services for CalWORKs eligible clients:

1. Assessment;
2. Career plan (CalWORKs specific: Welfare to Work Plan)
3. Service and training referral;
4. Individual and group counseling;
5. Case management;
6. Work maturity skill training (CalWORKs specific: Job Club/Job Search);
7. Work experience;
8. Classroom training;
9. Worksite training (CalWORKs specific: On-the-Job Training);
10. Supportive services.

II. Funding of WorkNet System Operating and Services Costs

In accordance with 20 CFR 662.230, PARTNER shall use a portion of funds made available to PARTNER's program, to the extent not inconsistent with the Federal and State laws authorizing PARTNER's program, to create and maintain the WorkNet System and provide core services.

Subject to the availability of funds, PARTNER shall contribute a fair share of the operating costs of the WorkNet System proportionate to the use of the System by individuals attributable to PARTNER's program. Operating costs are defined as those costs (a) required to develop, implement and manage the WorkNet System, and (b) in which all partners involved in the local WorkNet System share responsibility. That includes, but is not limited to, costs of technology for the system, facilities, performance tracking, capacity building, system administration and fiscal management, planning, marketing, operations, shared systemwide costs.

PARTNER shall use its program funding to provide WorkNet services. Services costs are defined as those costs which are (a) incurred directly by a partner to provide eligible services to eligible participants of its own unique programs, and (b) for which PARTNER

providing those services is exclusively responsible.

See attachment C.

III. Methods for Referral of Individuals between WorkNet Center Operators and WorkNet System Partners

PARTNER and WorkNet Center operators shall refer individuals between each other within the WorkNet System (Attachment D). All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

IV. Duration and Procedures for Amending MOU

This MOU shall commence on July 1, 2000, and remain in effect until terminated by the repeal of WIA, otherwise by action of law, or unless terminated earlier by WIB or PARTNER in accordance with Part V, Section K of this MOU. Modifications shall be made only in a written amendment to this MOU signed by each party's authorized representative.

V. Other Provisions

A. Workforce Investment Board Representative

In accordance with 20 CFR 662.230, PARTNER shall serve as a representative on the San Joaquin County Workforce Investment Board.

B. Nondiscrimination Clause

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment due to gender, race, color, ancestry, religion, national origin, physical disability, mental disability, medical conditions, age, or marital status. WIB and PARTNER shall comply with the provisions of Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations. Parties shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement.

Americans with Disabilities Act (ADA)

WIB and PARTNER assure compliance with the ADA of 1990, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

C. Confidentiality and Cross Release of Information

WIB and PARTNER agree to comply with the provisions of WIA and applicable sections of the Welfare and Institutions code, the California Education Code, the

Rehabilitation Act, and/or any other appropriate statute or requirement to assure that:

- 1) All applications and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- 2) No person will publish or disclose use, or permit, cause to be published disclosed or used, any confidential information pertaining to WorkNet System applicants, participants, or customers overall.

WIB and PARTNER agree to abide by the current confidentiality provisions of respective statutes and shall share information necessary for the administration of the program. WIB and PARTNER, therefore, agree to share client information necessary for provision of services under WIA; i.e.: assessment; universal intake; program or training referral; job development or placement activities; and other services as needed for employment or program support purposes. The San Joaquin County WorkNet shall make available periodic reports to the PARTNER regarding services provided to CalWORKs clients.

D. Access to Records

WIB, San Joaquin County, State of California, United States Department of Labor, Comptroller General of the United States, or any other duly authorized representatives shall have timely and reasonable access to any books, documents, papers, and records (including computer records) of PARTNER or subcontractor of PARTNER which are directly pertinent to this MOU, in order to conduct audits and examinations and to make excerpts, transcripts, and photocopies. This right also includes timely and reasonable access to personnel of PARTNER and subcontractors of PARTNER for the purpose of interviews and discussions related to such documents.

E. Non Financial Agreement

This MOU is nonfinancial in nature and does not bind WIB or PARTNER to financial obligations. Financial or fiduciary arrangements to the WorkNet System are outlined in separate financial MOUs between WIB and effected partner agencies respectively.

F. Assurance

WIB and PARTNER assure that available funds are used to supplement, not supplant all available services.

G. Relationship of Parties

This MOU is by and between two (2) independent contractors and is not intended to and shall not be construed to create the relationship of agent, servant, or employer-employee between the parties.

H. Hold Harmless

PARTNER shall defend, hold and save WIB and San Joaquin County, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omission of any employee, agent or representative of PARTNER.

WIB and San Joaquin County shall hold and save PARTNER, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omissions of any employee, agent or representative of WIB and San Joaquin County.

I. Disputes

PARTNER agrees to make a reasonable effort to resolve disputes arising from the MOU by an administrative process (such as the utilization of a binding arbitrator or some form of mutually agreed upon mediations) and negotiations in lieu of litigation. Unless specifically relieved in writing, MOU will remain in effect while the resolution of the dispute is being processed.

Any dispute concerning a question of fact arising under this MOU which is not settled by informal means shall be decided by an authorized representative of San Joaquin County, who shall reduce the decision to writing and mail or otherwise furnish a copy thereof to PARTNER.

In connection with any appeal proceeding under this clause, PARTNER shall be afforded an opportunity to be heard and to offer evidence in support of an appeal. Pending final decision of the appeal, PARTNER shall proceed diligently with the performance of this MOU and in accordance with the decision of San Joaquin County's authorized representative.

This "Disputes" clause does not preclude consideration of any legal questions in connection with decisions provided above, provided that nothing in this MOU shall be construed as making final the decision of San Joaquin County's administrative official, representative, or board on a question of law.

J. Termination for Cause and Convenience

1) Cause

WIB may terminate this MOU for cause, effective immediately upon giving written notice to PARTNER, if PARTNER fails to meet the terms or provisions of this MOU. If MOU is terminated for cause, the provisions of CFR 662.310 (b) and (c) apply.

2) Convenience

Either party may terminate this MOU for convenience by giving sixty (60) days written notice. If written notice to terminate for convenience is given by either party, the provisions of 20 CFR 662.310 (b) and (c) apply.

K. Contact Persons

The contact persons for purpose of administration of this MOU shall be:

WIB: MICHAEL MILLER (209) 468-3559

PARTNER: JOHN R. VERA (209) 468-1650

IN WITNESS WHEREOF, the parties have executed this Memorandum of Understanding on the dates indicated below.

APPROVED FOR COUNTY:

APPROVED FOR WIB:



EDWARD A. SIMAS, CHAIRMAN
San Joaquin County
Board of Supervisors



DANIEL J. SCHROEDER, CHAIRPERSON
Workforce Investment Board

JUN 27 2000

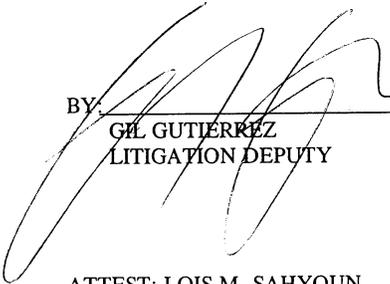
DATE

6-14-00

DATE

APPROVED AS TO FORM:
TERRENCE R. DERMODY
County Counsel

APPROVED FOR PARTNER:

BY: 

GIL GUTIERREZ
LITIGATION DEPUTY

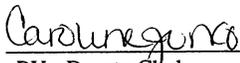


JOHN R. VERA, DIRECTOR
HUMAN SERVICES AGENCY

ATTEST: LOIS M. SAHYOUN,
Clerk of the Board of Supervisors
of the County of San Joaquin
State of California

6/13/2000

DATE



BY: Deputy Clerk



Attachment A

DESCRIPTION OF WORKNET SYSTEM

The WorkNet System is described by eight (8) principles.

Multiple WorkNet Centers:	Will be established across the county to assure maximum availability
Universal Access:	Will be provided to all customers for core services
Internet Centered:	Will provide the widest possible access to the core services
Service Driven:	Will assure the maximum level quantity and quality of service at each center, as opposed to agency driven
Customer Driven:	Will respond to customer needs
Outcome Based:	Will measure its success based on the success of its customers
Malcolm Baldrige Criteria For Performance Excellence:	Will promote the highest quality of service
Chartering Process:	Will assure that WorkNet Centers provide predictable, dependable services to all customers at all sites so customers can depend on the type and quality of service provided

Attachment B

DEFINITION OF SERVICES

CORE SERVICES**1. Outreach and Intake**

Outreach is the action taken to inform job seekers of the services and benefits available to them through the WorkNet System. Intake is the collection of information about a job seeker when he or she registers with a WorkNet Center to become eligible to receive specified core services and intensive services.

2. Orientation to the WorkNet System

The "system orientation" helps job seekers to understand and use the broad array of resources available from the entire WorkNet System. The system orientation also includes a listing of all WorkNet employment and education opportunities.

3. Center Orientation

The "center orientation" is a hands-on training regarding the use of computerized and non-computerized information and self-service resources that are available in each WorkNet Center.

4. Self-service initial assessment for job readiness

The self-service computerized initial assessment is designed to help job seekers to inventory their skills and compare them to those skills required by employers. Job seekers are encouraged to find employment opportunities through job matching and compare their skills to those required by the job opportunities found during the job matching process. The initial assessment should provide job seekers with information regarding their skill levels, aptitudes, abilities, and supportive service needs.

Once the job seeker has matched his or her skills to the required skills of an employment opportunity (found during the job match process), the job seeker then uses the skills learned in job club and job search to obtain the job.

Self-service assessment may also be used by job seekers to determine if they have the skills needed for the employment of their choice and, if not, plan to obtain vocational training or education to obtain the skills and then apply for employment.

5. Self-service eligibility determination for services offered by all Workforce Investment System Partners

The self-service eligibility determination process includes a computerized list of questions

Attachment B (Continued)

to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information regarding eligibility will be available to all job seekers.

6. Information regarding access to all programs carried out by all WorkNet Partners

Access to programs includes three distinct types of information or processes. First, a description of all partners programs must be available to job seekers. Second, a process to determine preliminary eligibility for these programs must be available in all WorkNet Centers (See #5 above). Third, a process to assist participants to schedule an appointment with service providers for additional information, and/or to directly register for one or more services available through PARTNER's program.

7. Eligibility Determination

Eligibility determination is the formal processes of determining if a job seeker is eligible to receive services under WIA, Title I, subtitle B. Also, it is when participants establish eligibility for Welfare-to-Work, Enterprise Zone Vouchers, and financial aid programs for training and education programs not funded under WIA but available in the area.

8. Information regarding the labor market

Labor Market Information (LMI) Report includes a list of most of the jobs available in San Joaquin County. The LMI report includes wage levels, skill requirements, needed educational background, and much more. Job seekers may use the LMI to help select the employment they would like to pursue.

9. Information regarding available training

The Training Directory (TD) lists most of the education and training available in San Joaquin County. Job seekers, who have decided that they wish to obtain training, can use the training directory to help find the training necessary to qualify them for the employment they seek.

10. Information regarding available community services

Job Seekers may need assistance with and/or information about childcare, transportation, housing, crime prevention or legal services, domestic violence, and other subjects to help them obtain or retain employment, and/or enter and complete education or training. This information is available in the Community Resources Directory. This core service also includes a system to refer job seekers to such services.

Attachment B (Continued)

11. Ability to file for unemployment compensation

Unfortunately, some job seekers will have recently lost their jobs. These individuals may apply by telephone for unemployment compensation from any WorkNet Center.

12. Job Search Training and Job Matching

Job search training teaches individuals the skills necessary to find and obtain employment. Job matching is a self-initiated process where job seekers use a computer (and other resources) to find employment. Job seekers use the skills learned in job search training to apply for employment opportunities found during their job matching sessions.

13. Career Counseling

Career counseling enables a job seeker to develop self-understanding so that he or she can determine what work situation would be satisfying and suit his or her personality and preferred style of life. WorkNet Center staff helps the job seeker to identify and remove barriers to employment.

14. Information Regarding Costs and Program Performance

Performance information relating to specific training providers including, but not limited to, public and private post-secondary education and training institutions, adult schools and providers of vocational rehabilitation services and activities. The performance indicators for adults, dislocated workers and older youth (19-21) include placement numbers and rates, retention numbers and rates, wage levels at placement and follow-up, and the attainment of an education or training certificate(s) for those who have obtained unsubsidized employment. Performance indicators for younger youth (14-18): are attainment of basic, work readiness, or occupational skills; high school diploma or equivalent; placement and retention in post-secondary education, advanced training, or military service; or employment and qualified apprenticeships.

15. Information regarding Local Area Performance

Information that is provided to job seekers regarding the performance of the WorkNet Center, WorkNet System.

16. Follow-Up Services

Follow-up services are available to all registered participants who have been placed into unsubsidized employment. These services will be available a minimum of 12 months following the first day of unsubsidized employment.

Attachment B (Continued)

INTENSIVE SERVICES**1. Assessment**

Job seekers eligible for intensive services will be provided with computerized assessments, paper and pencil assessments or both. The assessment will identify, at a minimum, the job seeker's vocational aptitudes and interests, educational level, reading and math levels, transferable skills, and barriers to employment.

2. Career Plan (CalWORKs specific – Welfare to Work Plan)

WorkNet Center staff will help job seekers to develop a Career Plan that addresses the job seekers' aptitudes and interests, and eliminates or reduces barriers to employment.

3. Service and Training Referral

WorkNet Center staff will refer job seekers to the education and/or training necessary to obtain the skills identified in the job seekers' Career Plan. This training may be provided through classroom training, worksite training, or both. Job seekers will also be referred to services needed to overcome the barriers to employment identified in the job seekers' Career Plan.

4. Individual and Group Career Counseling

WorkNet Center staff will help eligible job seekers to pursue and complete their Career Plans.

5. Case Management

WorkNet Center staff will provide case management services to participants who are enrolled in a training program or work experience.

6. Work Maturity Skill Training (CalWORKs specific – Job Club/Job Search)

Short term classroom training to assist participants to find, obtain and retain employment.

7. Work Experience

Work experience is a structured learning experience that takes place in a workplace for a limited period of time.

Attachment B (Continued)

TRAINING AND OTHER SERVICES

1. Classroom Training

WorkNet Centers will have the capacity to present job seekers with access to funded occupational skills training and/or basic education provided by approved training and education providers.

2. Worksite Training (CalWORKs specific – On-the-Job Training)

WorkNet Centers will have the capacity to present job seekers with access to funded worksite skills and/or work maturity training provided by approved employers.

3. Supportive Services

WorkNet Centers will have the capacity to present job seekers with access to funded supportive services provided by approved supportive service providers.

FUNDING OF WORKNET SYSTEM OPERATING AND SERVICES COSTS

Cost Item	Service/ Activity	Revenue Source	Method of Allocating Cost			Support Documentation	Value \$
			Direct Charge	Cost Pool	Activity Based Cost Allocation Plan		
<i>Ex: Technology</i>							
1 Personnel, benefits, travel, etc.	Administration	Calworks		X		Allocation Plan	\$25,000
2 On-the-job Training, etc.	Training Services	Calworks	X			Timesheets, invoices	\$334,102
3 Assessment, career Planning, case management, etc.	Intensive Services	Calworks	X			Timesheets, invoices	\$924,667
4 Labor market information, job search, etc.	Core Services	Calworks	X	X		Timesheets, invoices	\$818,639
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
TOTAL							\$2,300,000

Attachment D

METHOD OF REFERRALS

The method of referrals reflects the WorkNet guiding principle of customer driven and the core service of information regarding access to all programs carried out by all WorkNet partners. All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

The method of referrals is as follows:

First, a description of all partners programs will be available to job seekers in three different ways:

1. A WorkNet representative will verbally give the information.
2. Written materials, regarding partner services will be available in each WorkNet Center.
3. Information on PARTNERS included on the written materials will be made available on the WorkNet web page, thus expanding the availability of the material to all individuals at any time.

Second, a process to determine preliminary eligibility for these programs will be available in all WorkNet Centers. The self-service eligibility determination process includes a computerized list of questions to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information given by a WorkNet representative or on brochures regarding eligibility will be available to all job seekers.

Third, a WorkNet representative shall assist participants to schedule an appointment with service providers for additional information, and/or directly register for one or more services available through PARTNER's program. The same WorkNet representative will follow-up to ensure the customer received services. As well, on-line referrals, scheduling and enrollment will be developed for partners to better serve their customers through the WorkNet System.

Attachment E

PERFORMANCE EXPECTATIONS

The Malcolm Baldrige Criteria for Performance Excellence is the framework for evaluating the Performance Based principle of the WorkNet System.

The Baldrige Criteria are built on a set of core values and concepts that represent a foundation for integrating key business requirements within a results-oriented framework. The core values and concepts are:

- Leadership:** Examines the personal leadership of the organization's senior leaders, and their involvement in creating and sustaining values, organizational directions, performance expectations, customer focus, and a leadership system that promotes performance excellence. Also examined is how the values and expectations are integrated into the overall organization, including how it continuously learns and improves, and addresses its community responsibilities.
- Strategic Planning:** Examines how the organization sets strategic directions, and how it determines key action plans. Also examined is how the plans are translated into an effective performance management system.
- Customer and Market Focus:** Examines how the organization determines requirements and expectations of customers and markets. Also examined is how the organization enhances relationships with customers and determines their satisfaction.
- Information and Analysis:** Examines the management and effectiveness of the use of data and information to support key organizational processes and the organization's performance management system. It is the "brain center" for the alignment of an organization's operations with its strategic direction, and the focal point for all key information to manage the organization, and improve its performance.
- Human Resource Development and Management:** Examines how the workforce is enabled to develop and utilize its full potential, aligned with the organization's objectives, and how the organization builds and maintains an environment conducive to performance excellence, full participation, and personal and professional growth.

Attachment E (Continued)

Process Management: Examines key aspects of process management, including customer-focused design, product and service delivery processes, support processes, and supplier and partnering processes, and how they are designed, effectively managed, and improved to achieve better performance.

Business Results: Examines the organization's performance and improvement in key business areas - customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

A-00-586

WORKFORCE INVESTMENT ACT REQUIRED PARTNERS

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MCU) is entered into pursuant to the Workforce Investment Act of 1998 (WIA), by and between the San Joaquin County Workforce Investment Board (hereinafter referred to as WIB), and the San Joaquin County Office of Education (hereinafter referred to as PARTNER) as the entity representing adult education and literacy activities authorized under title II of Workforce Investment Act, and postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act.

Purpose

The purpose of this MOU is to describe how financial and institutional resources will be utilized to better serve mutual and common customers (job seekers, training and education seekers, and employers) in San Joaquin County through an integrated system of delivery called the WorkNet System (Attachment A). It is understood that the development and implementation of this system will require mutual trust and teamwork among WIB, PARTNER, and other cooperating partners, all working together to accomplish shared goals. As such, this MOU is entered into in a spirit of cooperation between WIB and PARTNER.

The parties mutually agree as follows:

I. Services to be Provided through WorkNet System

A. Core Services

In accordance with 20 CFR 662.230, PARTNER must make available to participants through the WorkNet System the core services that are applicable to PARTNER's programs (Attachment B for definitions).

PARTNER shall provide:

- 1) A regularly updated description of all training programs available through SJCOE Regional Occupational Programs
- 2) Participation in the Training Directory (TD)
- 3) Career Counseling

B. Other Activities

In accordance with 20 CFR 662.260, in addition to the provision of core services, PARTNER shall provide access to the other activities and programs carried out under PARTNER's authorizing laws.

PARTNER shall provide:

- 1) Pre-Employment Training Courses – specifically designed to equip participants to obtain and retain employment
- 2) Occupational skills training in a classroom environment
- 3) Work experience – guided experience at a job site under supervision of a classroom teacher

II. Funding of WorkNet System Operating and Services Costs

In accordance with 20 CFR 662.230, PARTNER shall use a portion of funds made available to PARTNER's program, to the extent not inconsistent with the Federal law authorizing PARTNER's program, to create and maintain the WorkNet System and provide core services.

PARTNER shall contribute a fair share of the operating costs of the WorkNet System proportionate to the use of the System by individuals attributable to PARTNER's program. Operating costs are defined as those costs (a) required to develop, implement and manage the WorkNet System, and (b) in which all partners involved in the local WorkNet System share responsibility. That includes, but is not limited to, costs of technology for the system, facilities, performance tracking, capacity building, system administration and fiscal management, planning, marketing, operations, shared systemwide costs.

PARTNER shall use its program funding to provide WorkNet services. Services costs are defined as those costs which are (a) incurred directly by a partner to provide eligible services to eligible participants of its own unique programs, and (b) for which PARTNER providing those services is exclusively responsible.

See attachment C.

III. Methods for Referral of Individuals between WorkNet Center Operators and WorkNet System Partners

PARTNER and WorkNet Center operators shall refer individuals between each other within the WorkNet System (Attachment D). All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

IV. Duration and Procedures for Amending MOU

This MOU shall commence on July 1, 2000, and remain in effect until terminated by the repeal of WIA, otherwise by action of law, or unless terminated earlier by WIB or PARTNER in accordance with Part V, Section K of this MOU. Modifications shall be made only in a written amendment to this MOU signed by each party's authorized representative.

V. Other ProvisionsA. Workforce Investment Board Representative

In accordance with 20 CFR 662.230, PARTNER shall serve as a representative on the San Joaquin County Workforce Investment Board.

B. Performance Obligations of Parties

WIB and PARTNER will follow the principles of the Malcolm Baldrige Criteria for Performance Excellence (Attachment E).

C. Nondiscrimination Clause

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment due to gender, race, color, ancestry, religion, national origin, physical disability, mental disability, medical conditions, age, or marital status. WIB and PARTNER shall comply with the provisions of Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations. Parties shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement.

WIB and PARTNER shall include the nondiscrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

Americans with Disabilities Act (ADA)

WIB and PARTNER assure compliance with the ADA of 1990, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

D. Confidentiality and Cross Release of Information

WIB and PARTNER agree to comply with the provisions of WIA and applicable sections of the Welfare and Institutions code, the California Education Code, the Rehabilitation Act, and/or any other appropriate statute or requirement to assure that:

- 1) All applications and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- 2) No person will publish or disclose use, or permit, cause to be published disclosed or used, any confidential information pertaining to WorkNet System applicants, participants, or customers overall.

WIB and PARTNER agree to abide by the current confidentiality provisions of respective statutes and shall share information necessary for the administration of the program. WIB and PARTNER, therefore, agree to share client information necessary for provision of services under WIA; i.e.: assessment; universal intake; program or training referral; job development or placement activities; and other services as needed for employment or program support purposes.

E. Access to Records

WIB, San Joaquin County, State of California, United States Department of Labor, Comptroller General of the United States, or any other duly authorized representatives shall have timely and reasonable access to any books, documents, papers, and records (including computer records) of PARTNER or subcontractor of PARTNER which are directly pertinent to this MOU, in order to conduct audits and examinations and to make excerpts, transcripts, and photocopies. This right also includes timely and reasonable access to personnel of PARTNER and subcontractors of PARTNER for the purpose of interviews and discussions related to such documents.

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This MOU is nonfinancial in nature and does not bind WIB or PARTNER to financial obligations. Financial or fiduciary arrangements to the WorkNet System are outlined in separate financial MOUs between WIB and effected partner agencies respectively.

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WIB and PARTNER assure that available funds are used to supplement, not supplant all available services.

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This MOU is by and between two (2) independent contractors and is not intended to and shall not be construed to create the relationship of agent, servant, or employer-employee between the parties.

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PARTNER shall defend, hold and save WIB and San Joaquin County, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omission of any employee, agent or representative of PARTNER.

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PARTNER agrees to make a reasonable effort to resolve disputes arising from the MOU by an administrative process (such as the utilization of a binding arbitrator or some form of mutually agreed upon mediations) and negotiations in lieu of litigation. Unless specifically relieved in writing, MOU will remain in effect while the resolution of the dispute is being processed.

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K. Termination for Cause and Convenience

1) Cause

WIB may terminate this MOU for cause, effective immediately upon giving written notice to PARTNER, if PARTNER fails to meet the terms or provisions of this MOU. If MOU is terminated for cause, the provisions of CFR 662.310 (b) and (c) apply.

2) Convenience

Either party may terminate this MOU for convenience by giving one hundred and twenty (120) days written notice. If written notice to terminate for convenience is given by either party, the provisions of 20 CFR 662.310 (b) and (c) apply.

IN WITNESS WHEREOF, the parties have executed this Memorandum of Understanding on the dates indicated below.

APPROVED FOR COUNTY:

APPROVED FOR WIB:


EDWARD A. SIMAS, CHAIRMAN
San Joaquin County
Board of Supervisors


DANIEL J. SCHROEDER, CHAIRPERSON
Workforce Investment Board

JUN 27 2000

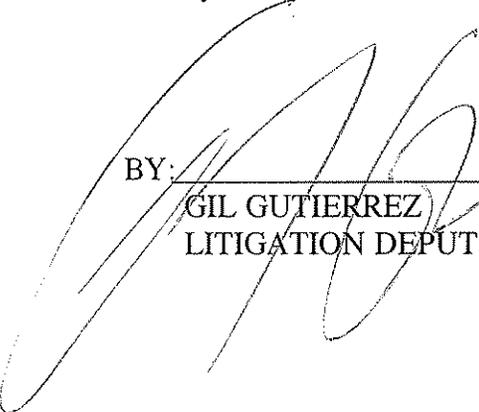
DATE

6-14-00

DATE

APPROVED AS TO FORM:
TERRENCE R. DERMODY
County Counsel

APPROVED FOR PARTNER:

BY: 

GIL GUTIERREZ
LITIGATION DEPUTY

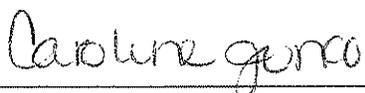


DR. FREDRICK WENTWORTH,
SUPERINTENDENT
San Joaquin County Office of Education

ATTEST: LOIS M. SAHYOUN,
Clerk of the Board of Supervisors
of the County of San Joaquin
State of California

6/07/00

DATE



BY: Deputy Clerk



Attachment A

DESCRIPTION OF WORKNET SYSTEM

The WorkNet System is described by eight (8) principles.

Multiple WorkNet Centers:	Will be established across the county to assure maximum availability
Universal Access:	Will be provided to all customers for core services
Internet Centered:	Will provide the widest possible access to the core services
Service Driven:	Will assure the maximum level quantity and quality of service at each center, as opposed to agency driven
Customer Driven:	Will respond to customer needs
Outcome Based:	Will measure its success based on the success of its customers
Malcolm Baldrige Criteria For Performance Excellence:	Will promote the highest quality of service
Chartering Process:	Will assure that WorkNet Centers provide predictable, dependable services to all customers at all sites so customers can depend on the type and quality of service provided

Attachment B

DEFINITION OF SERVICES

CORE SERVICES**1. Outreach and Intake**

Outreach is the action taken to inform job seekers of the services and benefits available to them through the WorkNet System. Intake is the collection of information about a job seeker when he or she registers with a WorkNet Center to become eligible to receive specified core services and intensive services.

2. Orientation to the WorkNet System

The “system orientation” helps job seekers to understand and use the broad array of resources available from the entire WorkNet System. The system orientation also includes a listing of all WorkNet employment and education opportunities.

3. Center Orientation

The “center orientation” is a hands-on training regarding the use of computerized and non-computerized information and self-service resources that are available in each WorkNet Center.

4. Self-service initial assessment for job readiness

The self-service computerized initial assessment is designed to help job seekers to inventory their skills and compare them to those skills required by employers. Job seekers are encouraged to find employment opportunities through job matching and compare their skills to those required by the job opportunities found during the job matching process. The initial assessment should provide job seekers with information regarding their skill levels, aptitudes, abilities, and supportive service needs.

Once the job seeker has matched his or her skills to the required skills of an employment opportunity (found during the job match process), the job seeker then uses the skills learned in job club and job search to obtain the job.

Self-service assessment may also be used by job seekers to determine if they have the skills needed for the employment of their choice and, if not, plan to obtain vocational training or education to obtain the skills and then apply for employment.

5. Self-service eligibility determination for services offered by all Workforce Investment System Partners

The self-service eligibility determination process includes a computerized list of questions

Attachment B (Continued)

to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information regarding eligibility will be available to all job seekers.

6. Information regarding access to all programs carried out by all WorkNet Partners

Access to programs includes three distinct types of information or processes. First, a description of all partners programs must be available to job seekers. Second, a process to determine preliminary eligibility for these programs must be available in all WorkNet Centers (See #5 above). Third, a process to assist participants to schedule an appointment with service providers for additional information, and/or to directly register for one or more services available through PARTNER's program.

7. Eligibility Determination

Eligibility determination is the formal processes of determining if a job seeker is eligible to receive services under WIA, Title I, subtitle B. Also, it is when participants establish eligibility for Welfare-to-Work, Enterprise Zone Vouchers, and financial aide programs for training and education programs not funded under WIA but available in the area.

8. Information regarding the labor market

Labor Market Information (LMI) Report includes a list of most of the jobs available in San Joaquin County. The LMI report includes wage levels, skill requirements, needed educational background, and much more. Job seekers may use the LMI to help select the employment they would like to pursue.

9. Information regarding available training

The Training Directory (TD) lists most of the education and training available in San Joaquin County. Job seekers, who have decided that they wish to obtain training, can use the training directory to help find the training necessary to qualify them for the employment they seek.

10. Information regarding available community services

Job Seekers may need assistance with and/or information about childcare, transportation, housing, crime prevention or legal services, domestic violence, and other subjects to help them obtain or retain employment, and/or enter and complete education or training. This information is available in the Community Resources Directory. This core service also includes a system to refer job seekers to such services.

Attachment B (Continued)

11. Ability to file for unemployment compensation

Unfortunately, some job seekers will have recently lost their jobs. These individuals may apply by telephone for unemployment compensation from any WorkNet Center.

12. Job Search Training and Job Matching

Job search training teaches individuals the skills necessary to find and obtain employment. Job matching is a self-initiated process where job seekers use a computer (and other resources) to find employment. Job seekers use the skills learned in job search training to apply for employment opportunities found during their job matching sessions.

13. Career Counseling

Career counseling enables a job seeker to develop self-understanding so that he or she can determine what work situation would be satisfying and suit his or her personality and preferred style of life. WorkNet Center staff helps the job seeker to identify and remove barriers to employment.

14. Information Regarding Costs and Program Performance

Performance information relating to specific training providers including, but not limited to, public and private post-secondary education and training institutions, adult schools and providers of vocational rehabilitation services and activities. The performance indicators for adults, dislocated workers and older youth (19-21) include placement numbers and rates, retention numbers and rates, wage levels at placement and follow-up, and the attainment of an education or training certificate(s) for those who have obtained unsubsidized employment. Performance indicators for younger youth (14-18): are attainment of basic, work readiness, or occupational skills; high school diploma or equivalent; placement and retention in post-secondary education, advanced training, or military service; or employment and qualified apprenticeships.

15. Information regarding Local Area Performance

Information that is provided to job seekers regarding the performance of the WorkNet Center, WorkNet System.

16. Follow-Up Services

Follow-up services are available to all registered participants who have been placed into unsubsidized employed. These services will be available a minimum of 12 months following the first day of unsubsidized employment.

Attachment B (Continued)

INTENSIVE SERVICES**1. Assessment**

Job seekers eligible for intensive services will be provided with computerized assessments, paper and pencil assessments or both. The assessment will identify, at a minimum, the job seeker's vocational aptitudes and interests, educational level, reading and math levels, transferable skills, and barriers to employment.

2. Career Plan

WorkNet Center staff will help job seekers to develop a Career Plan that addresses the job seekers' aptitudes and interests, and eliminates or reduces barriers to employment.

3. Service and Training Referral

WorkNet Center staff will refer job seekers to the education and/or training necessary to obtain the skills identified in the job seekers' Career Plan. This training may be provided through classroom training, worksite training, or both. Job seekers will also be referred to services needed to overcome the barriers to employment identified in the job seekers' Career Plan.

4. Individual and Group Career Counseling

WorkNet Center staff will help eligible job seekers to pursue and complete their Career Plans.

5. Case Management

WorkNet Center staff will provide case management services to participants who are enrolled in a training program or work experience.

6. Work Maturity Skill Training

Short term classroom training to assist participants to find, obtain and retain employment.

7. Work Experience

Work experience is a structured learning experience that takes place in a workplace for a limited period of time.

Attachment B (Continued)

TRAINING AND OTHER SERVICES**1. Classroom Training**

WorkNet Centers will have the capacity to present job seekers with access to funded occupational skills training and/or basic education provided by approved training and education providers.

2. Worksite Training

WorkNet Centers will have the capacity to present job seekers with access to funded worksite skills and/or work maturity training provided by approved employers.

3. Supportive Services

WorkNet Centers will have the capacity to present job seekers with access to funded supportive services provided by approved supportive service providers.

4. Needs Based Payments

WorkNet Centers will have the capacity to provide job seekers with access to needs based payments to assist with living costs during and for 12 months after training.

Attachment D

METHOD OF REFERRALS

The method of referrals reflects the WorkNet guiding principle of customer driven and the core service of information regarding access to all programs carried out by all WorkNet partners. All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

The method of referrals is as follows:

First, a description of all partners programs will be available to job seekers in three different ways:

1. A WorkNet representative will verbally give the information.
2. Written materials, regarding partner services will be available in each WorkNet Center.
3. Information on PARTNERS included on the written materials will be made available on the WorkNet web page, thus expanding the availability of the material to all individuals at any time.

Second, a process to determine preliminary eligibility for these programs will be available in all WorkNet Centers. The self-service eligibility determination process includes a computerized list of questions to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information given by a WorkNet representative or on brochures regarding eligibility will be available to all job seekers.

Third, a WorkNet representative shall assist participants to schedule an appointment with service providers for additional information, and/or directly register for one or more services available through PARTNER's program. The same WorkNet representative will follow-up to ensure the customer received services. As well, on-line referrals, scheduling and enrollment will be developed for partners to better serve their customers through the WorkNet System.

Attachment E

PERFORMANCE EXPECTATIONS

The Malcolm Baldrige Criteria for Performance Excellence is the framework for evaluating the Performance Based principle of the WorkNet System.

The Baldrige Criteria are built on a set of core values and concepts that represent a foundation for integrating key business requirements within a results-oriented framework. The core values and concepts are:

- Leadership:** Examines the personal leadership of the organization's senior leaders, and their involvement in creating and sustaining values, organizational directions, performance expectations, customer focus, and a leadership system that promotes performance excellence. Also examined is how the values and expectations are integrated into the overall organization, including how it continuously learns and improves, and addresses its community responsibilities.
- Strategic Planning:** Examines how the organization sets strategic directions, and how it determines key action plans. Also examined is how the plans are translated into an effective performance management system.
- Customer and Market Focus:** Examines how the organization determines requirements and expectations of customers and markets. Also examined is how the organization enhances relationships with customers and determines their satisfaction.
- Information and Analysis:** Examines the management and effectiveness of the use of data and information to support key organizational processes and the organization's performance management system. It is the "brain center" for the alignment of an organization's operations with its strategic direction, and the focal point for all key information to manage the organization, and improve its performance.
- Human Resource Development and Management:** Examines how the workforce is enabled to develop and utilize its full potential, aligned with the organization's objectives, and how the organization builds and maintains an environment conducive to performance excellence, full participation, and personal and professional growth.

Attachment E (Continued)

Process Management:

Examines key aspects of process management, including customer-focused design, product and service delivery processes, support processes, and supplier and partnering processes, and how they are designed, effectively managed, and improved to achieve better performance.

Business Results:

Examines the organization's performance and improvement in key business areas – customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

JOHN M. SOLIS
Executive Director



BOARD OF SUPERVISORS
STEVEN GUTIERREZ
First District
DARIO L. MARENCO
Second District
EDWARD A. SIMAS
Third District
JACK A. SIEGLOCK
Fourth District
ROBERT J. CABRAL
Fifth District

COUNTY OF SAN JOAQUIN
EMPLOYMENT AND ECONOMIC DEVELOPMENT DEPARTMENT
WINNER OF NATIONAL ALLIANCE OF BUSINESS DISTINGUISHED SERVICE AWARD

July 5, 2000

Dr. Fredrick A. Wentworth, Superintendent
San Joaquin County Office of Education
P.O. Box 213030
Stockton, CA 95213-9030

Dear Dr. Wentworth:

WIA MEMORANDUM OF UNDERSTANDING

Enclosed for your records is a copy of the executed Memorandum of Understanding (MOU) between the San Joaquin County Workforce Investment Board and San Joaquin County Office of Education, as required under the Workforce Investment Act.

Should you have any questions regarding this MOU please do not hesitate to contact me at (209) 468-3500.

Sincerely,

MICHAEL MILLER
ADMINISTRATIVE SERVICES MANAGER

MM:gg

A-00-589

WORKFORCE INVESTMENT ACT REQUIRED PARTNERS

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is entered into pursuant to the Workforce Investment Act of 1998 (WIA), by and between the San Joaquin County Workforce Investment Board (hereinafter referred to as WIB), and San Joaquin Delta College (hereinafter referred to as PARTNER) as the entity representing the postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act.

Purpose

The purpose of this MOU is to describe how financial and institutional resources will be utilized to better serve mutual and common customers (job seekers, training and education seekers, and employers) in San Joaquin County through an integrated system of delivery called the WorkNet System (Attachment A). It is understood that the development and implementation of this system will require mutual trust and teamwork among the WIB, the PARTNER, and other cooperating partners, all working together to accomplish shared goals. As such, this MOU is entered into in a spirit of cooperation between WIB and PARTNER.

The parties mutually agree as follows:

I. Services to be Provided through WorkNet System

A. Core Services

In accordance with 20 CFR 662.230, PARTNER must make available to participants through the WorkNet System the core services that are applicable to PARTNER's programs (Attachment B for definitions).

The PARTNER shall provide:

- 1) Outreach and intake
- 2) Orientation to the WorkNet System
- 3) Center orientation
- 4) Self-service initial assessment for job readiness
- 5) Self-service eligibility determination for services
- 6) Information regarding access to all programs carried out by all WorkNet Partners
- 7) Information regarding the labor market
- 8) Information regarding available training
- 9) Information regarding available community services

10) Career counseling

B. Other Activities

In accordance with 20 CFR 662.260, in addition to the provision of core services, PARTNER shall provide access to the other activities and programs carried out under PARTNER's authorizing laws.

The PARTNER shall provide:

- 1) Assessment
- 2) Career plan
- 3) Service and training referral
- 4) Individual and group career counseling
- 5) Work maturity skill training
- 6) Work experience
- 7) Classroom training
- 8) Supportive services

II. Funding of WorkNet System Operating and Services Costs

In accordance with 20 CFR 662.230, PARTNER shall use a portion of funds made available to PARTNER's program, to the extent not inconsistent with the Federal law authorizing PARTNER's program, to create and maintain the WorkNet System and provide core services.

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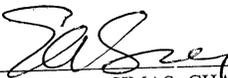
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APPROVED FOR COUNTY:

APPROVED FOR WIB;


EDWARD A. SIMAS, CHAIRMAN
San Joaquin County
Board of Supervisors

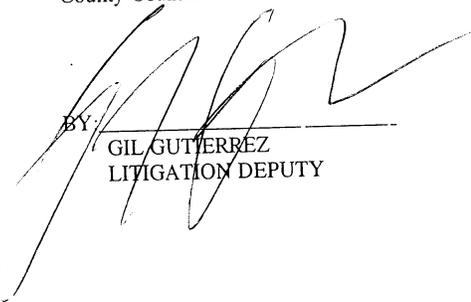

DANIEL J. SCHROEDER,
CHAIRPERSON
Workforce Investment Board

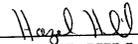
JUN 27 2000
DATE

6-14-00
DATE

APPROVED AS TO FORM:
TERRENCE R. DERMODY
County Counsel

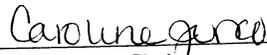
APPROVED FOR PARTNER:


BY: GIL GUTIERREZ
LITIGATION DEPUTY


DR. HAZEL HILL,
DEAN OF INSTRUCTION FOR
VOCATIONAL EDUCATION AND
ECONOMIC DEVELOPMENT
San Joaquin Delta College

ATTEST: LOIS M. SAHYOUN,
Clerk of the Board of Supervisors
of the County of San Joaquin
State of California

6/13/2000
DATE


BY: Deputy Clerk



Attachment A

DESCRIPTION OF WORKNET SYSTEM

The WorkNet System is described by eight (8) principles.

- | | |
|--|---|
| Multiple WorkNet Centers: | Will be established across the county to assure maximum availability |
| Universal Access: | Will be provided to all customers for core services |
| Internet Centered: | Will provide the widest possible access to the core services |
| Service Driven: | Will assure the maximum level quantity and quality of service at each center, as opposed to agency driven - |
| Customer Driven: | Will respond to customer needs |
| Outcome Based: | Will measure its success based on the success of its customers |
| Malcolm Baldrige Criteria For Performance Excellence: | Will promote the highest quality of service |
| Chartering Process: | Will assure that WorkNet Centers provide predictable, dependable services to all customers at all sites so customers can depend on the type and quality of service provided |

Attachment B

DEFINITION OF SERVICES

CORE SERVICES**1. Outreach and Intake**

Outreach is the action taken to inform job seekers of the services and benefits available to them through the WorkNet System. Intake is the collection of information about a job seeker when he or she registers with a WorkNet Center to become eligible to receive specified core services and intensive services.

2. Orientation to the WorkNet System

The "system orientation" helps job seekers to understand and use the broad array of resources available from the entire WorkNet System. The system orientation also includes a listing of all WorkNet employment and education opportunities.

3. Center Orientation

The "center orientation" is a hands-on training regarding the use of computerized and non-computerized information and self-service resources that are available in each WorkNet Center.

4. Self-service initial assessment for job readiness

The self-service computerized initial assessment is designed to help job seekers to inventory their skills and compare them to those skills required by employers. Job seekers are encouraged to find employment opportunities through job matching and compare their skills to those required by the job opportunities found during the job matching process. The initial assessment should provide job seekers with information regarding their skill levels, aptitudes, abilities, and supportive service needs.

Once the job seeker has matched his or her skills to the required skills of an employment opportunity (found during the job match process) the job seeker then uses the skills learned in job club and job search to obtain the job.

Self-service assessment may also be used by job seekers to determine if they have the skills needed for the employment of their choice, and if not, plan to obtain vocational training or education to obtain the skills and then apply for employment.

5. Self-service eligibility determination for services offered by all Workforce Investment System Partners

The self-service eligibility determination process includes a computerized list of questions

Attachment B (Continued)

to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information regarding eligibility will be available to all job seekers.

6. Information regarding access to all programs carried out by all WorkNet Partners

Access to programs includes three distinct types of information or processes. First, a description of all partners programs must be available to job seekers. Second, a process to determine preliminary eligibility for these programs must be available in all WorkNet Centers (See #5 above). Third, a process to assist participants to schedule an appointment with service providers for additional information, and/or to directly register for one or more services available through PARTNER's program.

7. Eligibility Determination

Eligibility determination is the formal processes of determining if a job seeker is eligible to receive services under WIA, Title I, subtitle B. Also, it is when participants establish eligibility for Welfare-to-Work, Enterprise Zone Vouchers, and financial aid programs for training and education programs not funded under WIA but available in the area.

8. Information regarding the labor market

Labor Market Information (LMI) Report includes a list of most of the jobs available in San Joaquin County. The LMI report includes wage levels, skill requirements, needed educational background, and much more. Job seekers may use the LMI to help select the employment they would like to pursue.

9. Information regarding available training

The Training Directory (TD) lists most of the education and training available in San Joaquin County. Job seekers, who have decided that they wish to obtain training, can use the training directory to help find the training necessary to qualify them for the employment they seek.

10. Information regarding available community services

Job Seekers may need assistance with and/or information about child care, transportation, housing, crime prevention or legal services, domestic violence, and other subjects to help them obtain or retain employment, and/or enter and complete education or training. This information is available in the Community Resources Directory. This core service also includes a system to refer job seekers to such services.

Attachment B (Continued)

11. Ability to file for unemployment compensation

Unfortunately, some job seekers will have recently lost their jobs. These individuals may apply by telephone for unemployment compensation from any WorkNet Center.

12. Job Search Training and Job Matching

Job search training teaches individuals the skills necessary to find and obtain employment. Job matching is a self-initiated process where job seekers use a computer (and other resources) to find employment. Job seekers use the skills learned in job search training to apply for employment opportunities found during their job matching sessions.

13. Career Counseling

Career counseling enables a job seeker to develop self-understanding so that he or she can determine what work situation would be satisfying and suit his or her personality and preferred style of life. WorkNet Center staff helps the job seeker to identify and remove barriers to employment.

14. Information Regarding Costs and Program Performance

Performance information relating to specific training providers including but not limited to public and private post-secondary education and training institutions, adult schools and providers of vocational rehabilitation services and activities. The performance indicators for adults, dislocated workers and older youth (19-21) include placement numbers and rates, retention numbers and rates, wage levels at placement and follow-up, and the attainment of an education or training certificate(s) for those who have obtained unsubsidized employment. Performance indicators for younger youth (14-18) are attainment of basic, work readiness, or occupational skills; high school diploma or equivalent; or placement and retention in post-secondary education, advanced training, military service; employment and qualified apprenticeships.

15. Information regarding Local Area Performance

Information that is provided to job seekers regarding the performance of the WorkNet Center, WorkNet System.

16. Follow-Up Services

Follow-up services are available to all registered participants who have been placed into unsubsidized employment. These services will be available a minimum of 12 months following the first day of unsubsidized employment.

Attachment B (Continued)

INTENSIVE SERVICES**1. Assessment**

Job seekers eligible for intensive services will be provided with computerized assessments, paper and pencil assessments or both. The assessment will identify, at a minimum, the job seeker's vocational aptitudes and interests, educational level, reading and math levels, transferable skills, and barriers to employment.

2. Career Plan

WorkNet Center staff will help job seekers to develop a Career Plan that addresses the job seekers' aptitudes and interests, and eliminates or reduces barriers to employment.

3. Service and Training Referral

WorkNet Center staff will refer job seekers to the education and/or training necessary to obtain the skills identified in the job seekers' Career Plan. This training may be provided through classroom training, worksite training, or both. Job seekers will also be referred to services needed to overcome the barriers to employment identified in the job seekers' Career Plan.

4. Individual and Group Career Counseling

WorkNet Center staff will help eligible job seekers to pursue and complete their Career Plans.

5. Case Management

WorkNet Center staff will provide case management services to participants who are enrolled in a training program or work experience.

6. Work Maturity Skill Training

Short term classroom training to assist participants to find, obtain and retain employment.

7. Work Experience

Work experience is a structured learning experience that takes place in a workplace for a limited period of time.

TRAINING AND OTHER SERVICES**1. Classroom Training**

WorkNet Centers will have the capacity to present job seekers with access to funded occupational skills training and/or basic education provided by approved training and education providers.

Attachment B (Continued)

2. Worksite Training

WorkNet Centers will have the capacity to present job seekers with access to funded worksite skills and/or work maturity training provided by approved employers.

3. Supportive Services

WorkNet Centers will have the capacity to present job seekers with access to funded supportive services provided by approved supportive service providers.

4. Needs Based Payments

WorkNet Centers will have the capacity to provide job seekers with access to needs based payments to assist with living costs during and for 12 months after training.

FUNDING OF WORKNET SYSTEM OPERATING AND SERVICES COSTS

Cost Item	Service/Activity	Revenue Source	Method of Allocating Cost			Support Documentation	Value \$	
			Direct Charge	Cost Pool	Indirect Cost Rate			Activity Based Cost Allocation Plan
Ex: Technology	Common database, case management system, website, systemwide communications	Wagner Reysen				X	Allocation Plan	\$ 25,000
Personnel	Core Services & other activities	District Funds	X				Timesheets	variable
Supplies & Materials	Core Services & other activities	District Funds	X				Invoice	variable
Capital Outlay	Equipment for WorkNet Center	Carl Perkins	X				Invoice	10,000 - \$ 20,000
Staff Training	Staff Training for WorkNet Center	District Funds	X				Invoice	variable
5								
6								
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Attachment D

METHOD OF REFERRALS

The method of referrals reflects the WorkNet guiding principle of customer driven and the core service of information regarding access to all programs carried out by all WorkNet partners. All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

The method of referrals is as follows:

First, a description of all partners programs will be available to job seekers in three different ways:

1. A WorkNet representative will verbally give the information.
2. Written materials, regarding partner services will be available in each WorkNet Center.
3. Information on the partners included on the written materials will be made available on the WorkNet web page, thus expanding the availability of the material to all individuals at any time.

Second, a process to determine preliminary eligibility for these programs will be available in all WorkNet Centers. The self-service eligibility determination process includes a computerized list of questions to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information given by a WorkNet representative or on brochures regarding eligibility will be available to all job seekers.

Third, a WorkNet representative shall assist participants to schedule an appointment with service providers for additional information, and/or directly register for one or more services available through PARTNER's program. The same WorkNet representative will follow-up to ensure the customer received services. As well, on-line referrals, scheduling and enrollment will be developed for partners to better serve their customers through the WorkNet System.

Attachment E

PERFORMANCE EXPECTATIONS

The Malcolm Baldrige Criteria for Performance Excellence is the framework for evaluating the Performance Based principle of the WorkNet System.

The Baldrige Criteria are built on a set of core values and concepts that represent a foundation for integrating key business requirements within a results-oriented framework. The core values and concepts are:

- Leadership:** Examines the personal leadership of the organization's senior leaders, and their involvement in creating and sustaining values, organizational directions, performance expectations, customer focus, and a leadership system that promotes performance excellence. Also examined is how the values and expectations are integrated into the overall organization, including how it continuously learns and improves, and addresses its community responsibilities.
- Strategic Planning:** Examines how the organization sets strategic directions, and how it determines key action plans. Also examined is how the plans are translated into an effective performance management system.
- Customer and Market Focus:** Examines how the organization determines requirements and expectations of customers and markets. Also examined is how the organization enhances relationships with customers and determines their satisfaction.
- Information and Analysis:** Examines the management and effectiveness of the use of data and information to support key organizational processes and the organization's performance management system. It is the "brain center" for the alignment of an organization's operations with its strategic direction, and the focal point for all key information to manage the organization, and improve its performance.
- Human Resource Development and Management:** Examines how the workforce is enabled to develop and utilize its full potential, aligned with the organization's objectives, and how the organization builds and maintains an environment conducive to performance excellence, full participation, and personal and professional growth.

Attachment E (Continued)

Process Management:

Examines key aspects of process management, including customer-focused design, product and service delivery processes, support processes, and supplier and partnering processes, and how they are designed, effectively managed, and improved to achieve better performance.

Business Results:

Examines the organization's performance and improvement in key business areas – customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

Delta WorkNet Center PY 13-14

Resource Sharing Budget				EEDD	DELTA	Total
Staff Costs						
Direct Staff Salaries (Including Fringe Benefits)		\$49,936	\$32,478	\$0		\$82,414
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)		\$0	\$0	\$0		\$0
Indirect Staff Salaries (Including Fringe Benefits)		\$1,409	\$0	\$0		\$1,409
Indirect Admin Staff Salaries (Including Fringe Benefits)		\$0	\$0	\$0		\$0
Operation Costs						
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)		\$8,929	\$2,340	\$0		\$11,269
Communication Costs (Including telephones, cell phones, pagers, etc.)		\$0	\$3,941	\$0		\$3,941
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)		\$0	\$2,032	\$0		\$2,032
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)		\$1,613	\$891	\$0		\$2,504
Other (Identify)						
Total		\$61,887	\$41,682	\$0		\$103,569

Delta WorkNet Center PY 13-14

WorkNet Center Budget (Funding Source)	WIA ADULT & DW	Delta	CalWORKS	WIA RAPID RESPONSE	Total
Staff Costs					
Direct Staff Salaries (Including Fringe Benefits)	\$249,681	\$154,749	\$36,299	\$29,905	\$470,633
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$0	\$0	\$0	\$0
Indirect Staff Salaries (Including Fringe Benefits)	\$7,046	\$0	\$0	\$616	\$7,662
Indirect Admin Staff Salaries (Including Fringe Benefits)	\$0	\$0	\$0	\$0	\$0
Operation Costs					
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)	\$44,646	\$9,256	\$4,159	\$7,767	\$65,827
Communication Costs (Including telephones, cell phones, pagers, etc.)	\$0	\$15,594	\$7,006	\$0	\$22,600
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$8,039	\$3,612	\$0	\$11,650
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)	\$8,065	\$5,110	\$11,210	\$1,753	\$26,138
Other (Identify)					
					\$0
					\$0
					\$0
Intensive / Training Services					
Work Experience Wages	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0
Totals	\$309,437	\$192,748	\$62,285	\$40,041	\$604,511

Delta WorkNet Center PY 13-14

WIA WorkNet Center Budget		Core Services (Shared)	Core Services (Direct)	Intensive Services	Training Services	Supportive Services	Total
Staff Costs							
Direct Staff Salaries (including Fringe Benefits)	\$49,936	\$119,847	\$79,898	\$0	\$0	\$0	\$249,681
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Staff Salaries (including Fringe Benefits)	\$1,409	\$3,382	\$2,255	\$0	\$0	\$0	\$7,046
Indirect Admin Staff Salaries (Including Fringe Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operation Costs							
Space Costs (including rent, utilities, repairs, maintenance, security, etc.)	\$8,929	\$21,430	\$14,287	\$0	\$0	\$0	\$44,646
Communication Costs (including telephones, cell phones, pagers, etc.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Costs (including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operation Costs (including consumable supplies, postage, printing, outreach, training, etc.)	\$1,613	\$3,871	\$2,581	\$0	\$0	\$0	\$8,065
Other (Identify)							
							\$0
							\$0
							\$0
Intensive / Training Services							
Work Experience Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$61,887	\$148,530	\$99,020	\$0	\$0	\$0	\$309,437

NOTE: Information provided by Patty Virgin, Division Manager, used for resource sharing percentage. Funding for Delta is the 2007-2008 information. EEDD funding reflex planned 2013-2014 budget per printout dtd 03/28/13.

A-00-590

WORKFORCE INVESTMENT ACT REQUIRED PARTNERS

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is entered into pursuant to the Workforce Investment Act of 1998 (WIA), by and between the San Joaquin County Workforce Investment Board (hereinafter referred to as WIB), and the California Human Development Corporation (hereinafter referred to as PARTNER) as the entity representing programs authorized under title I of Workforce Investment Act, serving migrant and seasonal farmworker programs.

Purpose

The purpose of this MOU is to describe how financial and institutional resources will be utilized to better serve mutual and common customers (job seekers, training and education seekers, and employers) in San Joaquin County through an integrated system of delivery called the WorkNet System (Attachment A). It is understood that the development and implementation of this system will require mutual trust and teamwork among WIB, PARTNER, and other cooperating partners, all working together to accomplish shared goals. As such, this MOU is entered into in a spirit of cooperation between WIB and PARTNER.

The parties mutually agree as follows:

I. Services to be Provided through WorkNet System

A. Core Services

In accordance with 20 CFR 662.230, PARTNER must make available to participants through the WorkNet System the core services that are applicable to PARTNER's programs (Attachment B for definitions).

PARTNER shall provide:

- 1) Emergency Related Assistance

B. Other Activities

In accordance with 20 CFR 662.260, in addition to the provision of core services, PARTNER shall provide access to the other activities and programs carried out under PARTNER's authorizing laws.

PARTNER shall provide:

- 1) Adult Services
 - a) Work Experience
 - b) Literacy / ESL
 - c) Case Management
 - d) Needs Based Payments
 - e) Pre-Vocational Services
 - f) On-the Job Training
 - g) Occupational Skills Training
 - h) Individual Referrals
 - i) CHDC Aset
 - j) Supportive Services
- 2) Youth Services
 - a) Tutoring Study skills Training
 - b) Alternative Secondary School
 - c) Summer Employment
 - d) Work Experience
 - e) Occupational Skills Training
 - f) Leadership Development
 - g) Supportive Services
 - h) Adult mentoring
 - i) Follow-up Services
 - j) Comprehensive Guidance and Counseling
 - k) Migrant Youth
- 3) Other Services
 - a) Housing
 - b) Child Care
 - c) Citizenship and Naturalization
 - d) Workplace Safety
 - e) Mentoring School Support

II. Funding of WorkNet System Operating and Services Costs

In accordance with 20 CFR 662.230, PARTNER shall use a portion of funds made available to PARTNER's program, to the extent not inconsistent with the Federal law authorizing PARTNER's program, to create and maintain the WorkNet System and provide core services.

PARTNER shall contribute a fair share of the operating costs of the WorkNet System proportionate to the use of the System by individuals attributable to PARTNER's program. Operating costs are defined as those costs (a) required to develop, implement

and manage the WorkNet System, and (b) in which all partners involved in the local WorkNet System share responsibility. That includes, but is not limited to, costs of technology for the system, facilities, performance tracking, capacity building, system administration and fiscal management, planning, marketing, operations, shared systemwide costs.

PARTNER shall use its program funding to provide WorkNet services. Services costs are defined as those costs which are (a) incurred directly by a partner to provide eligible services to eligible participants of its own unique programs, and (b) for which PARTNER providing those services is exclusively responsible.

See attachment C.

III. Methods for Referral of Individuals between WorkNet Center Operators and WorkNet System Partners

PARTNER and WorkNet Center operators shall refer individuals between each other within the WorkNet System (Attachment D). All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

IV. Duration and Procedures for Amending MOU

This MOU shall commence on July 1, 2000, and remain in effect until terminated by the repeal of WIA, otherwise by action of law, or unless terminated earlier by WIB or PARTNER in accordance with Part V, Section K of this MOU. Modifications shall be made only in a written amendment to this MOU signed by each party's authorized representative.

V. Other Provisions

A. Workforce Investment Board Representative

In accordance with 20 CFR 662.230, PARTNER shall serve as a representative on the San Joaquin County Workforce Investment Board.

B. Performance Obligations of Parties

WIB and PARTNER will follow the principles of the Malcolm Baldrige Criteria for Performance Excellence (Attachment E).

C. Nondiscrimination Clause

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment due to gender, race, color, ancestry, religion, national origin, physical disability, mental disability, medical conditions, age, or marital status. WIB and PARTNER shall comply with the provisions of Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations. Parties shall give written

notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement.

WIB and PARTNER shall include the nondiscrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

Americans with Disabilities Act (ADA)

WIB and PARTNER assure compliance with the ADA of 1990, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

D. Confidentiality and Cross Release of Information

WIB and PARTNER agree to comply with the provisions of WIA and applicable sections of the Welfare and Institutions code, the California Education Code, the Rehabilitation Act, and/or any other appropriate statute or requirement to assure that:

- 1) All applications and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- 2) No person will publish or disclose use, or permit, cause to be published disclosed or used, any confidential information pertaining to WorkNet System applicants, participants, or customers overall.

WIB and PARTNER agree to abide by the current confidentiality provisions of respective statutes and shall share information necessary for the administration of the program. WIB and PARTNER, therefore, agree to share client information necessary for provision of services under WIA; i.e.: assessment; universal intake; program or training referral; job development or placement activities; and other services as needed for employment or program support purposes.

E. Access to Records

WIB, San Joaquin County, State of California, United States Department of Labor, Comptroller General of the United States, or any other duly authorized representatives shall have timely and reasonable access to any books, documents, papers, and records (including computer records) of PARTNER or subcontractor of PARTNER which are directly pertinent to this MOU, in order to conduct audits and examinations and to make excerpts, transcripts, and photocopies. This right also includes timely and reasonable access to personnel of PARTNER and subcontractors of PARTNER for the purpose of interviews and discussions related to such documents.

F. Non Financial Agreement

This MOU is nonfinancial in nature and does not bind WIB or PARTNER to financial obligations. Financial or fiduciary arrangements to the WorkNet System are outlined in separate financial MOUs between WIB and effected partner agencies respectively.

G. Assurance

WIB and PARTNER assure that available funds are used to supplement, not supplant all available services.

H. Relationship of Parties

This MOU is by and between two (2) independent contractors and is not intended to and shall not be construed to create the relationship of agent, servant, or employer-employee between the parties.

I. Hold Harmless

PARTNER shall defend, hold and save WIB and San Joaquin County, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omission of any employee, agent or representative of PARTNER.

WIB and San Joaquin County shall hold and save PARTNER, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omissions of any employee, agent or representative of WIB and San Joaquin County.

J. Disputes

PARTNER agrees to make a reasonable effort to resolve disputes arising from the MOU by an administrative process (such as the utilization of a binding arbitrator or some form of mutually agreed upon mediations) and negotiations in lieu of litigation. Unless specifically relieved in writing, MOU will remain in effect while the resolution of the dispute is being processed.

Any dispute concerning a question of fact arising under this MOU which is not settled by informal means shall be decided by an authorized representative of San Joaquin County, who shall reduce the decision to writing and mail or otherwise furnish a copy thereof to PARTNER.

In connection with any appeal proceeding under this clause, PARTNER shall be

afforded an opportunity to be heard and to offer evidence in support of an appeal. Pending final decision of the appeal, PARTNER shall proceed diligently with the performance of this MOU and in accordance with the decision of San Joaquin County's authorized representative.

This "Disputes" clause does not preclude consideration of any legal questions in connection with decisions provided above, provided that nothing in this MOU shall be construed as making final the decision of San Joaquin County's administrative official, representative, or board on a question of law.

K. Termination for Cause and Convenience

1) Cause

WIB may terminate this MOU for cause, effective immediately upon giving written notice to PARTNER, if PARTNER fails to meet the terms or provisions of this MOU. If MOU is terminated for cause, the provisions of CFR 662.310 (b) and (c) apply.

2) Convenience

Either party may terminate this MOU for convenience by giving one hundred and twenty (120) days written notice. If written notice to terminate for convenience is given by either party, the provisions of 20 CFR 662.310 (b) and (c) apply.

L. Contact Persons

The contact persons for purpose of administration of this MOU shall be:

WIB: MICHAEL MILLER (209) 468-3559

PARTNER: GEORGE ORTIZ (707) 523-1155

IN WITNESS WHEREOF, the parties have executed this Memorandum of Understanding on the dates indicated below.

APPROVED FOR COUNTY:

APPROVED FOR WIB:


EDWARD A. SIMAS, CHAIRMAN
San Joaquin County
Board of Supervisors

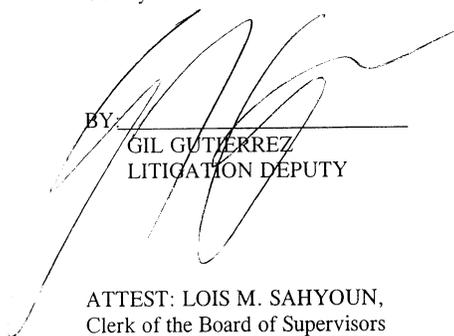

DANIEL J. SCHROEDER, CHAIRPERSON
Workforce Investment Board

JUN 27 2000
DATE

6-14-00
DATE

APPROVED AS TO FORM:
TERRENCE R. DERMODY
County Counsel

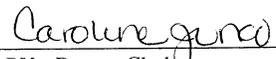
APPROVED FOR PARTNER:


BY: GIL GUTIERREZ
LITIGATION DEPUTY


GEORGE ORTIZ
CORPORATE PRESIDENT
California Human Development Corporation

ATTEST: LOIS M. SAHYOUN,
Clerk of the Board of Supervisors
of the County of San Joaquin
State of California

JUNE 14, 2000
DATE


BY: Deputy Clerk



Attachment A

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- Outcome Based:** Will measure its success based on the success of its customers
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2. Orientation to the WorkNet System

The "system orientation" helps job seekers to understand and use the broad array of resources available from the entire WorkNet System. The system orientation also includes a listing of all WorkNet employment and education opportunities.

3. Center Orientation

The "center orientation" is a hands-on training regarding the use of computerized and non-computerized information and self-service resources that are available in each WorkNet Center.

4. Self-service initial assessment for job readiness

The self-service computerized initial assessment is designed to help job seekers to inventory their skills and compare them to those skills required by employers. Job seekers are encouraged to find employment opportunities through job matching and compare their skills to those required by the job opportunities found during the job matching process. The initial assessment should provide job seekers with information regarding their skill levels, aptitudes, abilities, and supportive service needs.

Once the job seeker has matched his or her skills to the required skills of an employment opportunity (found during the job match process), the job seeker then uses the skills learned in job club and job search to obtain the job.

Self-service assessment may also be used by job seekers to determine if they have the skills needed for the employment of their choice and, if not, plan to obtain vocational training or education to obtain the skills and then apply for employment.

5. Self-service eligibility determination for services offered by all Workforce Investment System Partners

The self-service eligibility determination process includes a computerized list of questions

Attachment B (Continued)

to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information regarding eligibility will be available to all job seekers.

6. Information regarding access to all programs carried out by all WorkNet Partners

Access to programs includes three distinct types of information or processes. First, a description of all partners programs must be available to job seekers. Second, a process to determine preliminary eligibility for these programs must be available in all WorkNet Centers (See #5 above). Third, a process to assist participants to schedule an appointment with service providers for additional information, and/or to directly register for one or more services available through PARTNER's program.

7. Eligibility Determination

Eligibility determination is the formal processes of determining if a job seeker is eligible to receive services under WIA, Title I, subtitle B. Also, it is when participants establish eligibility for Welfare-to-Work, Enterprise Zone Vouchers, and financial aid programs for training and education programs not funded under WIA but available in the area.

8. Information regarding the labor market

Labor Market Information (LMI) Report includes a list of most of the jobs available in San Joaquin County. The LMI report includes wage levels, skill requirements, needed educational background, and much more. Job seekers may use the LMI to help select the employment they would like to pursue.

9. Information regarding available training

The Training Directory (TD) lists most of the education and training available in San Joaquin County. Job seekers, who have decided that they wish to obtain training, can use the training directory to help find the training necessary to qualify them for the employment they seek.

10. Information regarding available community services

Job Seekers may need assistance with and/or information about childcare, transportation, housing, crime prevention or legal services, domestic violence, and other subjects to help them obtain or retain employment, and/or enter and complete education or training. This information is available in the Community Resources Directory. This core service also includes a system to refer job seekers to such services.

Attachment B (Continued)

11. Ability to file for unemployment compensation

Unfortunately, some job seekers will have recently lost their jobs. These individuals may apply by telephone for unemployment compensation from any WorkNet Center.

12. Job Search Training and Job Matching

Job search training teaches individuals the skills necessary to find and obtain employment. Job matching is a self-initiated process where job seekers use a computer (and other resources) to find employment. Job seekers use the skills learned in job search training to apply for employment opportunities found during their job matching sessions.

13. Career Counseling

Career counseling enables a job seeker to develop self-understanding so that he or she can determine what work situation would be satisfying and suit his or her personality and preferred style of life. WorkNet Center staff helps the job seeker to identify and remove barriers to employment.

14. Information Regarding Costs and Program Performance

Performance information relating to specific training providers including, but not limited to, public and private post-secondary education and training institutions, adult schools and providers of vocational rehabilitation services and activities. The performance indicators for adults, dislocated workers and older youth (19-21) include placement numbers and rates, retention numbers and rates, wage levels at placement and follow-up, and the attainment of an education or training certificate(s) for those who have obtained unsubsidized employment. Performance indicators for younger youth (14-18): are attainment of basic, work readiness, or occupational skills; high school diploma or equivalent; placement and retention in post-secondary education, advanced training, or military service; or employment and qualified apprenticeships.

15. Information regarding Local Area Performance

Information that is provided to job seekers regarding the performance of the WorkNet Center, WorkNet System.

16. Follow-Up Services

Follow-up services are available to all registered participants who have been placed into unsubsidized employment. These services will be available a minimum of 12 months following the first day of unsubsidized employment.

Attachment B (Continued)

INTENSIVE SERVICES

1. Assessment

Job seekers eligible for intensive services will be provided with computerized assessments, paper and pencil assessments or both. The assessment will identify, at a minimum, the job seeker's vocational aptitudes and interests, educational level, reading and math levels, transferable skills, and barriers to employment.

2. Career Plan

WorkNet Center staff will help job seekers to develop a Career Plan that addresses the job seekers' aptitudes and interests, and eliminates or reduces barriers to employment.

3. Service and Training Referral

WorkNet Center staff will refer job seekers to the education and/or training necessary to obtain the skills identified in the job seekers' Career Plan. This training may be provided through classroom training, worksite training, or both. Job seekers will also be referred to services needed to overcome the barriers to employment identified in the job seekers' Career Plan.

4. Individual and Group Career Counseling

WorkNet Center staff will help eligible job seekers to pursue and complete their Career Plans.

5. Case Management

WorkNet Center staff will provide case management services to participants who are enrolled in a training program or work experience.

6. Work Maturity Skill Training

Short term classroom training to assist participants to find, obtain and retain employment.

7. Work Experience

Work experience is a structured learning experience that takes place in a workplace for a limited period of time.

Attachment B (Continued)

TRAINING AND OTHER SERVICES

1. Classroom Training

WorkNet Centers will have the capacity to present job seekers with access to funded occupational skills training and/or basic education provided by approved training and education providers.

2. Worksite Training

WorkNet Centers will have the capacity to present job seekers with access to funded worksite skills and/or work maturity training provided by approved employers.

3. Supportive Services

WorkNet Centers will have the capacity to present job seekers with access to funded supportive services provided by approved supportive service providers.

4. Needs Based Payments

WorkNet Centers will have the capacity to provide job seekers with access to needs based payments to assist with living costs during and for 12 months after training.

Attachment D

METHOD OF REFERRALS

The method of referrals reflects the WorkNet guiding principle of customer driven and the core service of information regarding access to all programs carried out by all WorkNet partners. All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

The method of referrals is as follows:

First, a description of all partners programs will be available to job seekers in three different ways:

1. A WorkNet representative will verbally give the information.
2. Written materials, regarding partner services will be available in each WorkNet Center.
3. Information on PARTNERS included on the written materials will be made available on the WorkNet web page, thus expanding the availability of the material to all individuals at any time.

Second, a process to determine preliminary eligibility for these programs will be available in all WorkNet Centers. The self-service eligibility determination process includes a computerized list of questions to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information given by a WorkNet representative or on brochures regarding eligibility will be available to all job seekers.

Third, a WorkNet representative shall assist participants to schedule an appointment with service providers for additional information, and/or directly register for one or more services available through PARTNER's program. The same WorkNet representative will follow-up to ensure the customer received services. As well, on-line referrals, scheduling and enrollment will be developed for partners to better serve their customers through the WorkNet System.

Attachment E

PERFORMANCE EXPECTATIONS

The Malcolm Baldrige Criteria for Performance Excellence is the framework for evaluating the Performance Based principle of the WorkNet System.

The Baldrige Criteria are built on a set of core values and concepts that represent a foundation for integrating key business requirements within a results-oriented framework. The core values and concepts are:

- Leadership:** Examines the personal leadership of the organization's senior leaders, and their involvement in creating and sustaining values, organizational directions, performance expectations, customer focus, and a leadership system that promotes performance excellence. Also examined is how the values and expectations are integrated into the overall organization, including how it continuously learns and improves, and addresses its community responsibilities.
- Strategic Planning:** Examines how the organization sets strategic directions, and how it determines key action plans. Also examined is how the plans are translated into an effective performance management system.
- Customer and Market Focus:** Examines how the organization determines requirements and expectations of customers and markets. Also examined is how the organization enhances relationships with customers and determines their satisfaction.
- Information and Analysis:** Examines the management and effectiveness of the use of data and information to support key organizational processes and the organization's performance management system. It is the "brain center" for the alignment of an organization's operations with its strategic direction, and the focal point for all key information to manage the organization, and improve its performance.
- Human Resource Development and Management:** Examines how the workforce is enabled to develop and utilize its full potential, aligned with the organization's objectives, and how the organization builds and maintains an environment conducive to performance excellence, full participation, and personal and professional growth.

Attachment E (Continued)

Process Management: Examines key aspects of process management, including customer-focused design, product and service delivery processes, support processes, and supplier and partnering processes, and how they are designed, effectively managed, and improved to achieve better performance.

Business Results: Examines the organization's performance and improvement in key business areas – customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

Resource Sharing Budget					EEDD	CHD	Migrant Ed	Total
Staff Costs								
Direct Staff Salaries (Including Fringe Benefits)		\$32,463	\$37,417	\$11,622				\$81,502
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)		\$0	\$0	\$0				\$0
Indirect Staff Salaries (Including Fringe Benefits)		\$1,059	\$0	\$0				\$1,059
Indirect Admin Staff Salaries (Including Fringe Benefits)		\$0	\$0	\$0				\$0
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)								
Operation Costs								
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)		\$0	\$13,190	\$0				\$13,190
Communication Costs (Including telephones, cell phones, pagers, etc.)		\$890	\$211	\$0				\$1,101
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)		\$0	\$842	\$0				\$842
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)		\$2,065	\$15,892	\$0				\$17,956
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)								
Other (Identify)								
Total		\$36,477	\$67,552	\$11,622	\$0			\$115,651

WorkNet Center Budget (Funding Source)	WIA Adult / DW	CHD	WIA Youth	South Bay NEG	Migrant Ed	WIA RR	CalWORKs	AB 109	Total		
Staff Costs											
Direct Staff Salaries (Including Fringe Benefits)	\$180,353	\$207,871	\$0	\$24,591	\$0	\$7,222	\$105,652	\$22,063	\$24,208	\$38,921	\$610,880
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Staff Salaries (Including Fringe Benefits)	\$5,884	\$0	\$0	\$1,426	\$0	\$233	\$0	\$498	\$738	\$1,393	\$10,171
Indirect Admin Staff Salaries (Including Fringe Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operation Costs											
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)	\$0	\$73,279	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$73,279
Communication Costs (Including telephones, cell phones, pagers, etc.)	\$4,944	\$1,170	\$0	\$880	\$0	\$144	\$0	\$496	\$455	\$860	\$8,950
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$3,838	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,838
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)	\$11,471	\$88,287	\$0	\$23	\$0	\$4	\$0	\$1,648	\$12	\$23	\$101,469
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Identify)											
											\$0
											\$0
											\$0
Intensive / Training Services											
Work Experience Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Basic Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$202,652	\$374,445	\$0	\$26,920	\$0	\$7,604	\$105,652	\$24,706	\$25,413	\$41,197	\$808,587

WIA WorkNet Center Budget							Total
Staff Costs	Core Services (Shared)	Core Services (Direct)	Intensive Services	Training Services	Supportive Services		
Direct Staff Salaries (Including Fringe Benefits)	\$32,463	\$88,733	\$81,219	\$0	\$0		\$202,416
Fringe Benefits for Staff (Only if not included in Direct Staff Salaries above)	\$0	\$0	\$0	\$0	\$0		\$0
Indirect Staff Salaries (Including Fringe Benefits)	\$1,059	\$2,895	\$1,930	\$0	\$0		\$5,884
Indirect Admin Staff Salaries (Including Fringe Benefits) (For EDD - Fringe Benefits includes is Administration Staff and Technical @ \$9,583 per FTE, JS Branch CO and management @ 13.33% and Personal Benefits @46.13%)	\$0	\$0	\$498	\$0	\$0		\$498
							\$0
Operation Costs							
Space Costs (Including rent, utilities, repairs, maintenance, security, etc.)	\$0	\$0	\$0	\$0	\$0		\$0
Communication Costs (Including telephones, cell phones, pagers, etc.)	\$890	\$2,432	\$2,118	\$0	\$0		\$5,440
Equipment Costs (Including furniture, fixtures, information technology (computers, software, etc.), etc.)	\$0	\$0	\$0	\$0	\$0		\$0
Operation Costs (Including consumable supplies, postage, printing, outreach, training, etc.)	\$2,065	\$5,644	\$5,411	\$0	\$0		\$13,119
(For EDD - Category is Operating Expenses and Equipment @ \$12,000 per FTE)							\$0
Other (Identify)							
							\$0
							\$0
							\$0
Intensive / Training Services							
Work Experience Wages	\$0	\$0	\$0	\$0	\$0		\$0
Basic Education	\$0	\$0	\$0	\$0	\$0		\$0
Occupational Skills Trng	\$0	\$0	\$0	\$0	\$0		\$0
OJT Wages	\$0	\$0	\$0	\$0	\$0		\$0
Supportive Services	\$0	\$0	\$0	\$0	\$0		\$0
Totals	\$36,477	\$99,705	\$91,175	\$0	\$0		\$227,357

A-03-1063
(12/9/03)

MEMORANDUM OF UNDERSTANDING
The Workforce Investment Board of San Joaquin County
And
California State Department of Rehabilitation

PURPOSE

The Workforce Investment Board of San Joaquin County and the Department of Rehabilitation (DOR) enter into this Memorandum of Understanding (MOU) for the purpose of defining the manner in which DOR will participate in the One-Stop delivery system under the Workforce Investment Act of 1998 (WIA).

TERMS AND CONDITIONS OF

DOR will financially participate in the operating costs of those One-Stop Centers in which DOR staff is co-located. Allocation and payment of the operating costs of the One-Stop Center that are attributable to DOR, if any, will be addressed in separate financial participation contracts between DOR and the One-Stop Operators. Such financial participation contracts shall conform to the State's standard contractual forms and comply with all applicable state statutes and regulations regarding such contracts. This MOU shall be referenced in such financial participation contracts.

Effective Dates:

This MOU shall become effective on July 1, 2003 and terminate on June 30, 2006 and will continue in effect until such time as it is revised, extended or terminated, as provided below.

Revisions and Modifications:

This MOU may be revised or modified with the approval of both Workforce Investment Board of San Joaquin County and DOR. A request by one party to this MOU for revision or modification must be presented in writing to the other party. Any modification or revision to the MOU must be in writing and signed by Carol Hyland the District Administrator on behalf of DOR and Daniel J. Schroeder the Chairman on behalf of San Joaquin County Workforce Investment Board.

Extension Policy:

This MOU may be extended by written agreement between San Joaquin County Workforce Investment Board and DOR, provided such agreement is signed by

both entities prior to the termination date of this agreement, and contains the following:

- A statement of intent to continue all provisions of the MOU,
- Revised effective and termination dates
- Dated signatures of the District Administrator on behalf of DOR and of a person authorized to sign on behalf of San Joaquin County Workforce Investment Board.

Termination Policy:

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

AMERICANS WITH DISABILITY ACT COMPLIANCE

San Joaquin County Workforce Investment Board will ensure that policies and procedures established by (name of LWIB) and programs and services provided by One-Stop Centers are in compliance with the Americans with Disabilities Act.

SERVICES PROVIDED

DOR agrees that it will provide the following vocational rehabilitation services to individuals whom DOR determines to be eligible for such services, and for whom such services are necessary and appropriate, consistent with federal and state law.

Core Services:

As a general rule, DOR may not participate in the provision of core services, as defined in WIA Section 134(d)(2), 29 U.S.C. Section 2864(d)(2), to customers of the One-Stop Center, because such core services generally are not authorized and provided under DOR's vocational rehabilitation program. Federal law authorizes DOR to provide vocational rehabilitation services only to persons who are determined to be eligible for such services, and DOR's funding accordingly cannot be utilized to pay for core services that are available to every customer of the One-Stop Center.

Providing access by individuals with disabilities to core services, as required by the ADA and Rehabilitation Act, Section 504, is the responsibility of the One-Stop Operator. DOR is not authorized to provide funding necessary to assure access to core services.

Intensive Services:

DOR agrees to provide intensive services, as defined in WIA Section 134(d)(3), 29 U.S.C. Section 2864(d)(3), to an eligible individual who is:

- (1) Determined by the One-Stop Operator to be eligible for such services under WIA Section 134(d)(3)(A), 29 U.S.C. Section 2864(d)(3)(A), because the individual is:
 - (a) Unemployed and unable to obtain employment through core services;
 - (b) In need of intensive services to obtain employment; or
 - (c) Employed but in need of intensive services to obtain or retain employment that allows for self-sufficiency; and
- (2) Determined by DOR to be eligible for vocational rehabilitation services under the Rehab Act, and applicable federal and state regulations.

Intensive services that DOR may provide to individuals eligible for DOR services include but are not limited to:

- Assessment for determining priority for services under Order of Selection
- Vocational rehabilitation counseling, guidance and referral services
- Comprehensive and specialized disability related assessments
- Development of Individual Plan for Employment (IPE)
- Group rehabilitation counseling
- Individual disability related counseling and career planning
- Case management
- Short-term prevocational services
- Job search and placement assistance
- Physical and mental restoration services necessary for participation in intensive services (medical or medically related rehabilitation services, e.g., hearing aides, eyeglasses, and visual services)
- Transportation services necessary to participate in intensive services, including mobility evaluation, vehicle purchase, vehicle modification, vehicle maintenance, and vehicle insurance
- Services to family members
- Supported employment services
- Rehabilitation technology, including assistive technology/devices
- Job coaching
- Maintenance services
- Post employment services

- Personal assistance services (e.g., personal care services and the more traditional reader, note taker, tutor, interpreter, Driver, and other personal services)
- Homemaker services
- Self-employment services
- Other vocational rehabilitation services determined necessary for the individual with a disability to achieve an employment outcome.

Training Services:

DOR agrees to provide training services, as defined in WIA Section 134(d)(4), 29 U.S.C. Section 2864(d)(4), to an eligible individual who:

- (1)
 - (a) Has been determined to be eligible for intensive services under WIA Section 134(d)(4)(A), 29 U.S.C. Section 2864(d)(4)(A), but who has been unable to obtain employment;
 - (b) Has been determined by the One-Stop Operator or a One-Stop Partner to be in need of training services and who has the skills and qualifications to successfully participate in a training program;
 - (c) Selects a training program that is directly linked to employment opportunities in the local area or in an area to which the individual is willing to relocate;
 - (d) Is not qualified for federal grant assistance or who needs assistance beyond that available through such grant assistance programs;
 - (e) Meets applicable priority criteria for training services established under WIA Section 134(d)(4)(E), 29 U.S.C. Section 2864(d)(4)(E); and
- (2) Determined by DOR to be eligible for training, as a vocational rehabilitation service, under the Rehab Act, and applicable federal and state regulations.

Training services that DOR may provide to persons eligible for VR services include but are not limited to:

- Vocational rehabilitation counseling, guidance and referral services related to training
- Assessment for determining training needs
- Vocational and other training services, such as funding for personal and vocational adjustment training, on-the-job training, books (including alternate format books accessible by computer and taped books), tools, occupational licenses, and other training materials

- Physical and mental restoration services necessary for participation in training (medical or medically related rehabilitation services, e.g., hearing aids, eyeglasses, and visual services)
- Transportation services necessary to participate in training, including mobility evaluation, vehicle purchase, vehicle modification, vehicle maintenance, and vehicle insurance
- Rehabilitation technology, including assistive technology/devices needed to complete training
- Maintenance services for expenditures resulting from participation in a training program that exceeds normal living expenses
- Personal assistance services needed to complete training (e.g., personal care services and the more traditional reader, note taker, tutor, interpreter, Driver, and other personal services)
- Other vocational rehabilitation services related to training and determined to be necessary for the individual with a disability to achieve an employment outcome

Nothing in this MOU will alter the responsibility imposed upon DOR, pursuant to 34 CFR Section 361.13(c), for all decisions regarding vocational rehabilitation services, in cooperation with the individual receiving such services, including but not limited to decisions concerning eligibility for vocational rehabilitation services, the nature and scope of such services, the provision of such services, and the allocation and expenditures of DOR funding. If an individual would not be eligible for intensive or training services under eligibility criteria established by WIA, but would be eligible to receive such services through DOR's vocational rehabilitation program, such individual may be provided such services through DOR's vocational rehabilitation program.

LOCATION OF ONE-STOP SITES

San Joaquin County Workforce Investment Board will establish a minimum of one physical location within the service delivery area in which all One-Stop Partners will provide access to the services provided under WIA. The parties agree that such One-Stop Center shall be located at San Joaquin Delta College, Satellite Center, 5405 N. Pershing, Stockton CA, 95207 (plan to transition into new location sometime in the near future). DOR agrees that it will provide access to the services described in this MOU at such location. This location may be changed by San Joaquin County Workforce Investment Board during the term of this MOU, upon reasonable advance notice of such change to DOR.

If San Joaquin County Workforce Investment Board establishes additional One-Stop Centers within its local service delivery area, DOR will determine the extent and manner in which it will participate in such additional centers.

METHODS OF REFERRAL

San Joaquin County Workforce Investment Board and DOR agree to jointly develop and implement processes and forms for common intake and referral among the One-Stop Partners, and to modify such processes and forms, as necessary.

DOR agrees to train and provide technical assistance to the staff of each participating One-Stop Partner, on topics that include but are not limited to eligibility for and scope of DOR services; auxiliary aids and services; and rehabilitation technology for individuals with disabilities.

San Joaquin County Workforce Investment Board will require the other One-Stop Partners to provide training to DOR staff regarding the partners' programs and eligibility criteria.

DOR agrees to refer its applicants and clients to other One-Stop Partners, when such individuals may be eligible for the partner's services. San Joaquin County Workforce Investment Board will require the other One-Stop Partners to refer applicants for and clients of their services to DOR, when such individuals may be eligible for DOR services.

INDEMNIFICATION

DOR shall defend, indemnify and hold San Joaquin County Workforce Investment Board, its officers, employees and agents, including the One-Stop Operator, harmless from and against any and all liability, loss, expense, or claims arising out of the performance of this MOU, but only in proportion to and to the extent such liability, loss, expense, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of DOR, its officers, agents or employees.

San Joaquin County Workforce Investment Board shall defend, indemnify and hold DR, its officers, employees and agents, harmless from and against any and all liability, loss, expense, or claims arising out of the performance of this agreement, but only in proportion to and to the extent such liability, loss, expense, or claims for injury or damages are caused by or result from the

negligent or intentional acts or omissions San Joaquin County Workforce Investment Board, its officers, agents or employees.

CONFIDENTIALITY

San Joaquin County Workforce Investment Board agrees that when any individual applies for or receives vocational rehabilitation services from DOR through the One-Stop Center, all information regarding such application for or receipt of DOR services shall be confidential information subject to the provisions of 34 CFR Section 361.38 and Title 9 California Code of Regulations Sections 7140 - 7143.5.

San Joaquin County Workforce Investment Board will require the One-Stop Operator(s) to develop and implement appropriate policies and procedures to assure that:

- (1) Any information contained in the records of the One-Stop Center or other One-Stop Partners, that identifies an individual as having applied for or received DOR services including but not limited to application, eligibility and referral records, shall be maintained by the One-Stop Operator and One-Stop Partners in the strictest confidence, consistent with the regulations set forth above, and shall be used by the One-Stop Operator and One-Stop Partners solely for purposes directly related to determining eligibility or delivery of services to such individual;
- (2) Any information regarding any individual who has applied for or received DOR services, including the fact that the individual is an applicant or client of DOR, shall not be disclosed by the One-Stop Operator or any One-Stop Partner, absent a court order or a written authorization from the applicant or client, consistent with the regulations set forth above;
- (3) Requests by any One-Stop Partner or the One-Stop Operator for information in DOR files concerning an applicant or client for DOR services shall be accompanied by a written authorization from the applicant or client, consistent with the regulations set forth above; and
- (4) Any information provided by DOR to a One-Stop Partner or the One-Stop Operator shall be subject to the prohibition against redisclosure contained in Title 9, California Code of Regulations Section 7142.5.

DOR agrees that it shall provide to San Joaquin County Workforce Investment Board and to the One-Stop Operator information regarding applicants or clients who applied for or received services from DOR through the One-Stop Center as needed for reporting and tracking required by WIA. Such information shall be reported in a format that does not identify the individual client or applicant.

ADMINISTRATIVE AND OPERATIONS MANAGEMENT (optional section and suggested language)

It is understood that DOR and its staff are subject to existing personnel policies, procedures, regulations and statutes as well as applicable collective bargaining agreements. San Joaquin County Workforce Investment Board will assure that the One-Stop Operator will work with DOR in developing and implementing policies and procedures for the One-Stop Center, in order to avoid inconsistencies with DOR's existing policies, procedures, regulations and collective bargaining agreements.

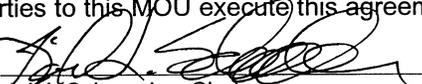
ADMINISTRATIVE DISPUTE RESOLUTION (mandatory section under WIA Section 121(c) and suggested language)

San Joaquin County Workforce Investment Board and DOR agree to communicate openly and directly resolve any problems or disputes related to provision of services in a cooperative manner and at the lowest level of intervention possible.

SIGNATURES (mandatory section by DOR policy and mandatory language)

In WITNESS THEREOF, the parties to this MOU execute this agreement.

Dated: 11/20, 2003

By: 
Daniel J. Schroeder, Chairman

San Joaquin County Workforce Investment Board

850 N. Hunter Street
(Address)

Stockton, CA 95202
(City, State, Zip Code)

Dated: 11/17/03 2003

By: 
ACTING DISTRICT ADMINISTRATOR
Carol Hyland, District Administrator

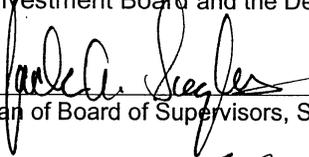
Department of Rehabilitation, Mt. Diablo-Delta

1485 ENEA CT., SUITE 1100
(Address)

CONCORD, CA. 94520
(City, State, Zip Code)

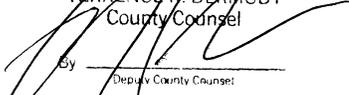
I, Jack A. Sieglock, hereby agree to the foregoing Memorandum of Understanding between San Joaquin County Workforce Investment Board and the Department of Rehabilitation, Mt. Diablo-Delta District.

Dated: November 18th, 2003

By: 
Chairman of Board of Supervisors, San Joaquin County

Dept. of Rehabilitation – WIA Guidance Circular – MOU Template 3/28/00

Approved as to Form
TERRENCE B. DERMODY
County Counsel

By: 
Deputy County Counsel

A-00-592

WORKFORCE INVESTMENT ACT REQUIRED PARTNERS

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is entered into pursuant to the Workforce Investment Act of 1998 (WIA), by and between the San Joaquin County Workforce Investment Board (hereinafter referred to as WIB), and the Housing Authority of San Joaquin County (hereinafter referred to as PARTNER) as the entity representing employment and training activities carried out by the Department of Housing and Urban Development.

Purpose

The purpose of this MOU is to describe how financial and institutional resources will be utilized to better serve mutual and common customers (job seekers, training and education seekers, and employers) in San Joaquin County through an integrated system of delivery called the WorkNet System (Attachment A). It is understood that the development and implementation of this system will require mutual trust and teamwork among WIB, PARTNER, and other cooperating partners, all working together to accomplish shared goals. As such, this MOU is entered into in a spirit of cooperation between WIB and PARTNER.

The parties mutually agree as follows:

I. Services to be Provided through WorkNet System

A. Core Services

In accordance with 20 CFR 662.230, PARTNER must make available to participants through the WorkNet System the core services that are applicable to PARTNER's programs (Attachment B for definitions).

PARTNER shall provide:

- 1) Outreach and intake
- 2) Orientation to the WorkNet System
- 3) Center orientation
- 4) Self-service initial assessment for job readiness
- 5) Self-service eligibility determination for services offered by all Workforce Investment System Partners
- 6) Information regarding access to all programs carried out by all WorkNet Partners
- 7) Eligibility determination

- 8) Information regarding the labor market
- 9) Information regarding available training
- 10) Information regarding available community services
- 11) Ability to file for unemployment compensation
- 12) Job search training and job matching
- 13) Career counseling
- 14) Information regarding costs and program performance
- 15) Information regarding local area performance
- 16) Follow-up services

B. Other Activities

In accordance with 20 CFR 662.260, in addition to the provision of core services, PARTNER shall provide access to the other activities and programs carried out under PARTNER's authorizing laws.

PARTNER shall provide:

N/A

II. Funding of WorkNet System Operating and Services Costs

In accordance with 20 CFR 662.230, PARTNER shall use a portion of funds made available to PARTNER's program, to the extent not inconsistent with the Federal law authorizing PARTNER's program, to create and maintain the WorkNet System and provide core services.

PARTNER shall contribute a fair share of the operating costs of the WorkNet System proportionate to the use of the System by individuals attributable to PARTNER's program. Operating costs are defined as those costs (a) required to develop, implement and manage the WorkNet System, and (b) in which all partners involved in the local WorkNet System share responsibility. That includes, but is not limited to, costs of technology for the system, facilities, performance tracking, capacity building, system administration and fiscal management, planning, marketing, operations, shared system-wide costs.

PARTNER shall use its program funding to provide WorkNet services. Services costs are defined as those costs which are (a) incurred directly by a partner to provide eligible services to eligible participants of its own unique programs, and (b) for which PARTNER providing those services is exclusively responsible.

See attachment C.

III. Methods for Referral of Individuals between WorkNet Center Operators and WorkNet System Partners

PARTNER and WorkNet Center operators shall refer individuals between each other

within the WorkNet System (Attachment D). All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

IV. Duration and Procedures for Amending MOU

This MOU shall commence on July 1, 2000, and remain in effect until terminated by the repeal of WIA, otherwise by action of law, or unless terminated earlier by WIB or PARTNER in accordance with Part V, Section K of this MOU. Modifications shall be made only in a written amendment to this MOU signed by each party's authorized representative.

V. Other Provisions

A. Workforce Investment Board Representative

In accordance with 20 CFR 662.230, PARTNER shall serve as a representative on the San Joaquin County Workforce Investment Board.

B. Performance Obligations of Parties

WIB and PARTNER will follow the principles of the Malcolm Baldrige Criteria for Performance Excellence (Attachment E).

C. Nondiscrimination Clause

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment due to gender, race, color, ancestry, religion, national origin, physical disability, mental disability, medical conditions, age, or marital status. WIB and PARTNER shall comply with the provisions of Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations. Parties shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement.

WIB and PARTNER shall include the nondiscrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

Americans with Disabilities Act (ADA)

WIB and PARTNER assure compliance with the ADA of 1990, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

D. Confidentiality and Cross Release of Information

WIB and PARTNER agree to comply with the provisions of WIA and applicable sections of the Welfare and Institutions code, the California Education Code, the

Rehabilitation Act, and/or any other appropriate statute or requirement to assure that:

- 1) All applications and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- 2) No person will publish or disclose use, or permit, cause to be published disclosed or used, any confidential information pertaining to WorkNet System applicants, participants, or customers overall.

WIB and PARTNER agree to abide by the current confidentiality provisions of respective statutes and shall share information necessary for the administration of the program. WIB and PARTNER, therefore, agree to share client information necessary for provision of services under WIA; i.e.: assessment; universal intake; program or training referral; job development or placement activities; and other services as needed for employment or program support purposes.

E. Access to Records

WIB, San Joaquin County, State of California, United States Department of Labor, Comptroller General or the United States, or any other duly authorized representatives shall have timely and reasonable access to any books, documents, papers, and records (including computer records) of PARTNER or subcontractor of PARTNER which are directly pertinent to this MOU, in order to conduct audits and examinations and to make excerpts, transcripts, and photocopies. This right also includes timely and reasonable access to personnel of PARTNER and subcontractors of PARTNER for the purpose of interviews and discussions related to such documents.

F. Non Financial Agreement

This MOU is nonfinancial in nature and does not bind WIB or PARTNER to financial obligations. Financial or fiduciary arrangements to the WorkNet System are outlined in separate financial MOUs between WIB and effected partner agencies respectively.

G. Assurance

WIB and PARTNER assure that available funds are used to supplement, not supplant all available services.

H. Relationship of Parties

This MOU is by and between two (2) independent contractors and is not

intended to and shall not be construed to create the relationship of agent, servant, or employer-employee between the parties.

I. Hold Harmless

PARTNER shall defend, hold and save WIB and San Joaquin County, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omission of any employee, agent or representative of PARTNER.

WIB and San Joaquin County shall hold and save PARTNER, its officers and employees harmless from liability of any nature and kind, including costs and expenses, for or on account of any suits or damages of any character whatsoever resulting from injuries or damages sustained by any persons or property resulting in whole or in part from the negligent performance or omissions of any employee, agent or representative of WIB and San Joaquin County.

J. Disputes

PARTNER agrees to make a reasonable effort to resolve disputes arising from the MOU by an administrative process (such as the utilization of a binding arbitrator or some form of mutually agreed upon mediations) and negotiations in lieu of litigation. Unless specifically relieved in writing, MOU will remain in effect while the resolution of the dispute is being processed.

Any dispute concerning a question of fact arising under this MOU which is not settled by informal means shall be decided by an authorized representative of San Joaquin County, who shall reduce the decision to writing and mail or otherwise furnish a copy thereof to PARTNER.

In connection with any appeal proceeding under this clause, PARTNER shall be afforded an opportunity to be heard and to offer evidence in support of an appeal. Pending final decision of the appeal, PARTNER shall proceed diligently with the performance of this MOU and in accordance with the decision of San Joaquin County's authorized representative.

This "Disputes" clause does not preclude consideration of any legal questions in connection with decisions provided above, provided that nothing in this MOU shall be construed as making final the decision of San Joaquin County's administrative official, representative, or board on a question of law.

K. Termination for Cause and Convenience

1) Cause

WIB may terminate this MOU for cause, effective immediately upon giving written notice to PARTNER, if PARTNER fails to meet the terms or provisions of this MOU. If MOU is terminated for cause, the provisions of CFR 662.310 (b) and (c) apply.

2) Convenience

Either party may terminate this MOU for convenience by giving one hundred and twenty (120) days written notice. If written notice to terminate for convenience is given by either party, the provisions of 20 CFR 662.310 (b) and (c) apply.

L. Contact Persons

The contact persons for purpose of administration of this MOU shall be:

WIB:	MICHAEL MILLER	(209) 468-3559
PARTNER:	STEFENEE D. CLINTON	(209) 460-5006

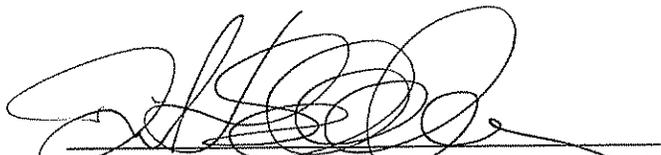
IN WITNESS WHEREOF, the parties have executed this Memorandum of Understanding on the dates indicated below.

APPROVED FOR COUNTY:

APPROVED FOR WIB:



EDWARD A. SIMAS, CHAIRMAN
San Joaquin County
Board of Supervisors



DANIEL J. SCHROEDER, CHAIRPERSON
Workforce Investment Board

JUN 27 2000

DATE

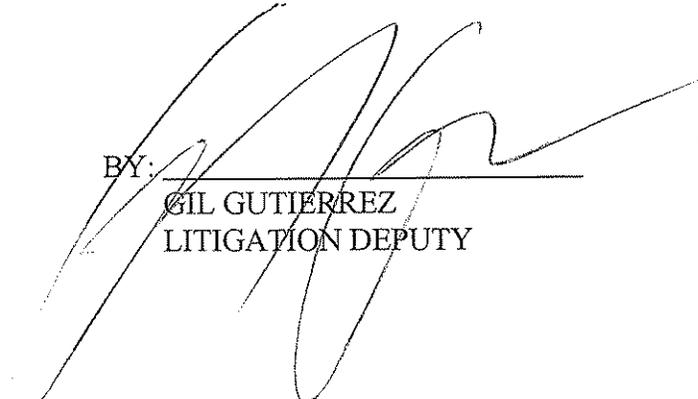
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DATE

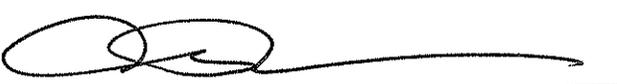
APPROVED AS TO FORM:
TERRENCE R. DERMODY
COUNTY COUNSEL

APPROVED FOR PARTNER:

BY:



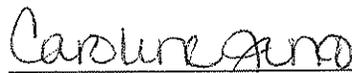
GIL GUTIERREZ
LITIGATION DEPUTY



ANTONIO V. PIZANO
EXECUTIVE DIRECTOR
Housing Authority of the County
of San Joaquin

ATTEST: LOIS M. SAHYOUN,
Clerk of the Board of Supervisors
of the County of San Joaquin
State of California

DATE


BY: Deputy Clerk



Attachment A

DESCRIPTION OF WORKNET SYSTEM

The WorkNet System is described by eight (8) principles.

- | | |
|--|---|
| Multiple WorkNet Centers: | Will be established across the county to assure maximum availability |
| Universal Access: | Will be provided to all customers for core services |
| Internet Centered: | Will provide the widest possible access to the core services |
| Service Driven: | Will assure the maximum level quantity and quality of service at each center, as opposed to agency driven |
| Customer Driven: | Will respond to customer needs |
| Outcome Based: | Will measure its success based on the success of its customers |
| Malcolm Baldrige Criteria For Performance Excellence: | Will promote the highest quality of service |
| Chartering Process: | Will assure that WorkNet Centers provide predictable, dependable services to all customers at all sites so customers can depend on the type and quality of service provided |

Attachment B

DEFINITION OF SERVICES

CORE SERVICES

1. Outreach and Intake

Outreach is the action taken to inform job seekers of the services and benefits available to them through the WorkNet System. Intake is the collection of information about a job seeker when he or she registers with a WorkNet Center to become eligible to receive specified core services and intensive services.

2. Orientation to the WorkNet System

The “system orientation” helps job seekers to understand and use the broad array of resources available from the entire WorkNet System. The system orientation also includes a listing of all WorkNet employment and education opportunities.

3. Center Orientation

The “center orientation” is a hands-on training regarding the use of computerized and non-computerized information and self-service resources that are available in each WorkNet Center.

4. Self-service initial assessment for job readiness

The self-service computerized initial assessment is designed to help job seekers to inventory their skills and compare them to those skills required by employers. Job seekers are encouraged to find employment opportunities through job matching and compare their skills to those required by the job opportunities found during the job matching process. The initial assessment should provide job seekers with information regarding their skill levels, aptitudes, abilities, and supportive service needs.

Once the job seeker has matched his or her skills to the required skills of an employment opportunity (found during the job match process), the job seeker then uses the skills learned in job club and job search to obtain the job.

Self-service assessment may also be used by job seekers to determine if they have the skills needed for the employment of their choice and, if not, plan to obtain vocational training or education to obtain the skills and then apply for employment.

5. Self-service eligibility determination for services offered by all Workforce Investment System Partners

The self-service eligibility determination process includes a computerized list of questions

Attachment B (Continued)

to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information regarding eligibility will be available to all job seekers.

6. Information regarding access to all programs carried out by all WorkNet Partners

Access to programs includes three distinct types of information or processes. First, a description of all partners' programs must be available to job seekers. Second, a process to determine preliminary eligibility for these programs must be available in all WorkNet Centers (See #5 above). Third, a process to assist participants to schedule an appointment with service providers for additional information, and/or to directly register for one or more services available through PARTNER's program.

7. Eligibility Determination

Eligibility determination is the formal processes of determining if a job seeker is eligible to receive services under WIA, Title I, subtitle B. Also, it is when participants establish eligibility for Welfare-to-Work, Enterprise Zone Vouchers, and financial aide programs for training and education programs not funded under WIA but available in the area.

8. Information regarding the labor market

Labor Market Information (LMI) Report includes a list of most of the jobs available in San Joaquin County. The LMI report includes wage levels, skill requirements, needed educational background, and much more. Job seekers may use the LMI to help select the employment they would like to pursue.

9. Information regarding available training

The Training Directory (TD) lists most of the education and training available in San Joaquin County. Job seekers, who have decided that they wish to obtain training, can use the training directory to help find the training necessary to qualify them for the employment they seek.

10. Information regarding available community services

Job Seekers may need assistance with and/or information about childcare, transportation, housing, crime prevention or legal services, domestic violence, and other subjects to help them obtain or retain employment, and/or enter and complete education or training. This information is available in the Community Resources Directory. This core service also includes a system to refer job seekers to such services.

Attachment B (Continued)

11. Ability to file for unemployment compensation

Unfortunately, some job seekers will have recently lost their jobs. These individuals may apply by telephone for unemployment compensation from any WorkNet Center.

12. Job Search Training and Job Matching

Job search training teaches individuals the skills necessary to find and obtain employment. Job matching is a self-initiated process where job seekers use a computer (and other resources) to find employment. Job seekers use the skills learned in job search training to apply for employment opportunities found during their job matching sessions.

13. Career Counseling

Career counseling enables a job seeker to develop self-understanding so that he or she can determine what work situation would be satisfying and suit his or her personality and preferred style of life. WorkNet Center staff helps the job seeker to identify and remove barriers to employment.

14. Information Regarding Costs and Program Performance

Performance information relating to specific training providers including, but not limited to, public and private post-secondary education and training institutions, adult schools and providers of vocational rehabilitation services and activities. The performance indicators for adults, dislocated workers and older youth (19-21) include placement numbers and rates, retention numbers and rates, wage levels at placement and follow-up, and the attainment of an education or training certificate(s) for those who have obtained unsubsidized employment. Performance indicators for younger youth (14-18): are attainment of basic, work readiness, or occupational skills; high school diploma or equivalent; placement and retention in post-secondary education, advanced training, or military service; or employment and qualified apprenticeships.

15. Information regarding Local Area Performance

Information that is provided to job seekers regarding the performance of the WorkNet Center, WorkNet System.

16. Follow-Up Services

Follow-up services are available to all registered participants who have been placed into unsubsidized employment. These services will be available a minimum of 12 months following the first day of unsubsidized employment.

Attachment B (Continued)

INTENSIVE SERVICES

1. Assessment

Job seekers eligible for intensive services will be provided with computerized assessments, paper and pencil assessments or both. The assessment will identify, at a minimum, the job seeker's vocational aptitudes and interests, educational level, reading and math levels, transferable skills, and barriers to employment.

2. Career Plan

WorkNet Center staff will help job seekers to develop a Career Plan that addresses the job seekers' aptitudes and interests, and eliminates or reduces barriers to employment.

3. Service and Training Referral

WorkNet Center staff will refer job seekers to the education and/or training necessary to obtain the skills identified in the job seekers' Career Plan. This training may be provided through classroom training, worksite training, or both. Job seekers will also be referred to services needed to overcome the barriers to employment identified in the job seekers' Career Plan.

4. Individual and Group Career Counseling

WorkNet Center staff will help eligible job seekers to pursue and complete their Career Plans.

5. Case Management

WorkNet Center staff will provide case management services to participants who are enrolled in a training program or work experience.

6. Work Maturity Skill Training

Short term classroom training to assist participants to find, obtain and retain employment.

7. Work Experience

Work experience is a structured learning experience that takes place in a workplace for a limited period of time.

Attachment B (Continued)

TRAINING AND OTHER SERVICES

1. Classroom Training

WorkNet Centers will have the capacity to present job seekers with access to funded occupational skills training and/or basic education provided by approved training and education providers.

2. Worksite Training

WorkNet Centers will have the capacity to present job seekers with access to funded worksite skills and/or work maturity training provided by approved employers.

3. Supportive Services

WorkNet Centers will have the capacity to present job seekers with access to funded supportive services provided by approved supportive service providers.

4. Needs Based Payments

WorkNet Centers will have the capacity to provide job seekers with access to needs based payments to assist with living costs during and for 12 months after training.

Attachment D

METHOD OF REFERRALS

The method of referrals reflects the WorkNet guiding principle of customer driven and the core service of information regarding access to all programs carried out by all WorkNet partners. All staff assigned to the WorkNet System shall be trained and certified to provide WorkNet System services.

The method of referrals is as follows:

First, a description of all partners programs will be available to job seekers in three different ways:

1. A WorkNet representative will verbally give the information.
2. Written materials, regarding partner services will be available in each WorkNet Center.
3. Information on PARTNERS included on the written materials will be made available on the WorkNet web page, thus expanding the availability of the material to all individuals at any time.

Second, a process to determine preliminary eligibility for these programs will be available in all WorkNet Centers. The self-service eligibility determination process includes a computerized list of questions to be answered by job seekers. The answers to the questions will provide a preliminary determination of eligibility for a variety of programs administered by the WorkNet System partners. It is envisioned that the computerized eligibility processes will be used for only a few programs in the beginning, and more will be added as time goes on. For those programs not included in the self-service eligibility process, information given by a WorkNet representative or on brochures regarding eligibility will be available to all job seekers.

Third, a WorkNet representative shall assist participants to schedule an appointment with service providers for additional information, and/or directly register for one or more services available through PARTNER's program. The same WorkNet representative will follow-up to ensure the customer received services. As well, on-line referrals, scheduling and enrollment will be developed for partners to better serve their customers through the WorkNet System.

Attachment E

PERFORMANCE EXPECTATIONS

The Malcolm Baldrige Criteria for Performance Excellence is the framework for evaluating the Performance Based principle of the WorkNet System.

The Baldrige Criteria are built on a set of core values and concepts that represent a foundation for integrating key business requirements within a results-oriented framework. The core values and concepts are:

Leadership: Examines the personal leadership of the organization’s senior leaders, and their involvement in creating and sustaining values, organizational directions, performance expectations, customer focus, and a leadership system that promotes performance excellence. Also examined is how the values and expectations are integrated into the overall organization, including how it continuously learns and improves, and addresses its community responsibilities.

Strategic Planning: Examines how the organization sets strategic directions, and how it determines key action plans. Also examined is how the plans are translated into an effective performance management system.

Customer and Market Focus: Examines how the organization determines requirements and expectations of customers and markets. Also examined is how the organization enhances relationships with customers and determines their satisfaction.

Information and Analysis: Examines the management and effectiveness of the use of data and information to support key organizational processes and the organization’s performance management system. It is the “brain center” for the alignment of an organization’s operations with its strategic direction, and the focal point for all key information to manage the organization, and improve its performance.

Human Resource Development and Management: Examines how the workforce is enabled to develop and utilize its full potential, aligned with the organization’s objectives, and how the organization builds and maintains an environment conducive to performance excellence, full participation, and personal and professional growth.

Attachment E (Continued)

Process Management: Examines key aspects of process management, including customer-focused design, product and service delivery processes, support processes, and supplier and partnering processes, and how they are designed, effectively managed, and improved to achieve better performance.

Business Results: Examines the organization's performance and improvement in key business areas – customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

IN WITNESS WHEREOF, the parties have executed this Memorandum of Understanding,
Modification #1 on the dates indicated below

APPROVED FOR COUNTY:



VICTOR MOW, CHAIRMAN
San Joaquin County
Board of Supervisors

JUL 24 2007

DATE

APPROVED FOR WIB:



DANIEL J. SCHROEDER, CHAIR
Workforce Investment Board

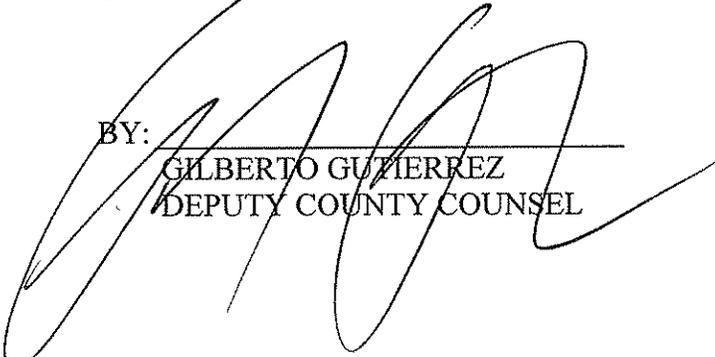
6-20-07

DATE

APPROVED AS TO FORM:

DAVID WOOTEN
COUNTY COUNSEL

BY:



GILBERTO GUZIERREZ
DEPUTY COUNTY COUNSEL

APPROVED FOR PARTNER:

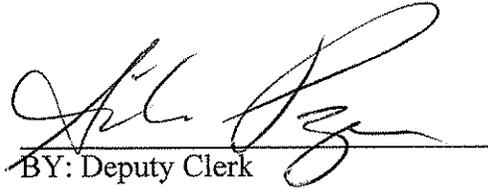


AUDREY JORDAN
SECOND VICE CHAIR
BOARD OF COMMISSIONERS
Housing Authority of the County of
San Joaquin

5-30-07

DATE

ATTES: LOIS M. SAHYOUN,
Clerk of the Board of Supervisors
of the County of San Joaquin
State of California



BY: Deputy Clerk



Before the Board of Supervisors

County of San Joaquin, State of California

B- 07-768

MOTION: **GUTIERREZ/ORNELLAS/5**

APPROVAL OF MODIFICATION #1 TO WIA REQUIRED PARTNER MOU WITH HOUSING AUTHORITY OF THE COUNTY OF SAN JOAQUIN

THE BOARD OF SUPERVISORS DOES HEREBY concur with the recommendation of the Workforce Investment Board to approve Modification #1 to the Workforce Investment Act required Memorandum of Understanding with the Housing Authority of the County of San Joaquin.

FURTHER, the Board of Supervisors does hereby authorize the Chairman of the Board of Supervisors to sign all documents related to this action.

I HEREBY CERTIFY that the above order was passed and adopted on _____
by the following vote of the Board of Supervisors, to wit:

7/24/07

AYES: **Vogel, Ruhstaller, Ornellas, Gutierrez, Mow**

NOES: **None**

ABSENT: **None**

ABSTAIN: **None**

LOIS M. SAHYOUN
Clerk of the Board of Supervisors
County of San Joaquin
State of California

for



CAROLINE JUNCO

JOHN M. SOLIS
Executive Director



BOARD OF SUPERVISORS
STEVEN GUTIERREZ
First District
DARIO L. MARENCO
Second District
EDWARD A. SIMAS
Third District
JACK A. SIEGLOCK
Fourth District
ROBERT J. CABRAL
Fifth District

COUNTY OF SAN JOAQUIN
EMPLOYMENT AND ECONOMIC DEVELOPMENT DEPARTMENT
WINNER OF NATIONAL ALLIANCE OF BUSINESS DISTINGUISHED SERVICE AWARD

July 5, 2000

Antonio Pizano
Housing Authority of San Joaquin County
P.O. Box 447
Stockton, CA 95201

Dear Mr. Pizano:

WIA MEMORANDUM OF UNDERSTANDING

Enclosed for your records is a copy of the executed Memorandum of Understanding (MOU) between the San Joaquin County Workforce Investment Board and the Housing Authority of San Joaquin County, as required under the Workforce Investment Act.

Should you have any questions regarding this MOU please do not hesitate to contact me at (209) 468-3500.

Sincerely,

MICHAEL MILLER
ADMINISTRATIVE SERVICES MANAGER

MM:gg



MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into by and between the San Joaquin County Employment and Economic Development Department (hereinafter referred to as "EEDD") and the San Joaquin County Human Services Agency, Aging and Community Services Division (hereinafter referred to as "DOA") pursuant to the Workforce Investment Act (WIA).

The parties mutually agree as follows:

I. Term of Agreement

This Agreement shall commence on July 1, 2000, and continue indefinitely unless terminated earlier by either or both parties in accordance with Part VII of this Agreement.

II. Obligations of Parties

A. DOA shall:

1. Provide two (2) Senior Employment Service Specialists who will provide CORE services at San Joaquin County WorkNet site(s).
2. Provide supervision and clerical support of staff identified in item II(A)(1), above.
3. Provide access to Title V, Older Worker funds and programs to WorkNet customers.
4. Provide quarterly reports to EEDD identifying WorkNet customer referrals that have been enrolled into Title V, Older Workers Program.

B. EEDD shall provide:

1. Reimbursement to DOA for salaries and other expenses related to the staff indicated in section II(A)(1) and (2), above)
2. Space, supplies and other necessary materials for the Senior Employment Service Specialists to provide CORE services to WorkNet customers.
3. Appropriate WorkNet Center training to the Senior Employment Service

MEMORANDUM OF UNDERSTANDING
SAN JOAQUIN COUNTY HUMAN SERVICES AGENCY
AGING AND COMMUNITY SERVICES DIVISION
Page 2 of 3

Specialists

IV. Relationship of Parties

This Agreement is by and between two (2) independent contractors and is not intended to and shall not be construed to create the relationship of agent, servant, or employer-employee between the parties.

V. Assurance

Both parties will ensure that available funds are used to supplement, not supplant all available services.

VI. Modification

Modifications to this Agreement shall be made only in a written amendment to this Agreement signed by each party's authorized representative.

VII. Termination of the Agreement

Either party may terminate this Agreement for convenience by giving thirty (30) days written notice.

VIII. Contact Persons

The contact persons for purpose of administration of this Agreement shall be:

For EEDD: Karen Groupe (209) 468-3500

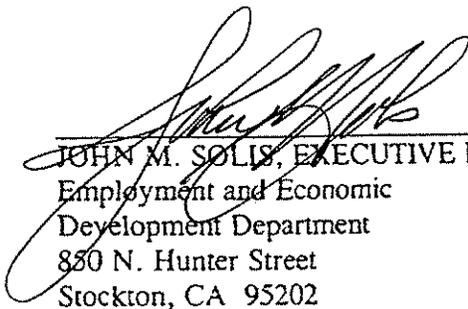
For DOA: An Tran (209) 463-2601

MEMORANDUM OF UNDERSTANDING
SAN JOAQUIN COUNTY HUMAN SERVICES AGENCY
AGING AND COMMUNITY SERVICES DIVISION
Page 3 of 3

IN WITNESS WHEREOF, the parties have executed this Agreement on the date indicated below.

FOR EEDD:

FOR HUMAN SERVICES AGENCY
AGING AND COMMUNITY SERVICES
DIVISION:



JOHN M. SOLIS, EXECUTIVE DIRECTOR
Employment and Economic
Development Department
880 N. Hunter Street
Stockton, CA 95202



JOSEPH CHELLI, DEPUTY DIRECTOR
Human Services Agency
P.O. Box 201056
Stockton, CA 95201

8/17/00

Date

8/9/00

Date

WIA PROPOSED BUDGET

Cost Category: Operation Costs

	% of Costs Charged	Grand Total
Specific Costs		
1. Staff Salaries		
a. SCSEP Coordinator	30%	15,981
b. Sr. Emloy. Spec.	100%	28,122
c. Sr. Emloy. Spec.	100%	26,790
d. OA II	50%	10,699
2. Fringe Benefits		22,596
3. Facilities (Three months)		1,500
4. Utilities (3 months)		300
5. Communications (Three lines)		1,500
6. Staff Travel		816
7. Equip. Leased (Copier)		570
8. Equip. Purchased (PC)		0
9. Insurance		0
10. Accounting, Audits, etc.		0
GRAND TOTAL		108,874

References

- Board of Supervisors Agreement, June 6, 2000, Workforce Investment Board and Local Elected Official Agreement
- Port of Stockton, Stockton CA, 2012, A Port of Direction Annual Report
- San Joaquin County Board and Agency List, 2013, Workforce Investment Board Membership, Economic Development Agency Membership and Revolving Loan Fund Membership Lists
- Business Team San Joaquin, May 23, 2013, Committee Membership Lists
- Comprehensive Economic Development Strategy (CEDS), San Joaquin County, November 3, 2010, CEDS Report
- Economic Development, San Joaquin County, 2012, Economic Development Vision and Implementation Plan Report
- San Joaquin Partnership for the San Joaquin Valley, Fresno State University, 2012, Annual Report
- San Bernardino Economic and Workforce Development, San Bernardino WIB, 2012, Strategic Plan for Economic and Workforce Development Survey
- Enterprise Zone, San Joaquin County, 2012, Biennial Report
- Draft Memorandum of Understanding (MOU), San Joaquin County, 2013, San Joaquin County Workforce Investment Board and Northern California Apprenticeship Training Coordinators MOU

WORKFORCE INVESTMENT BOARD

LOCAL ELECTED OFFICIAL

AGREEMENT

A00-403

DATE: 6/6/00

PARTIES:

COUNTY: County of San Joaquin
Courthouse - Room 707
222 E. Weber Avenue
Stockton, CA 95202

WIB: Workforce Investment Board
of San Joaquin County
Workforce Investment Area

RECITALS:

This agreement is entered into under the Workforce Investment Act of 1998, hereinafter referred to as the Act, which is primarily found in Public Law 105-220, as amended.

AGREEMENT:

THE PARTIES AGREE THAT:

The SAN JOAQUIN COUNTY WORKFORCE INVESTMENT BOARD shall be responsible for:

Providing policy recommendation to the County on matters pertaining to the provision of service under the Act.

DUTIES:

1. Developing the 5-year local workforce investment plan;
2. Subject to the approval of the Board of Supervisors, the Workforce Investment Board will select WorkNet Center operators, youth service providers, training providers, and intensive service providers;
3. Subject to the approval of the Board of Supervisors, the Workforce Investment Board will develop a budget for the San Joaquin County Workforce Investment System;
4. Program Oversight;
5. Negotiating and reaching agreement on local performance measures with the Board of Supervisors and the Governor;
6. Assisting the Governor in developing the Statewide employment statistics system described in section 15 (e) of the Wagner-Peyser Act;
7. Employer Linkages--Coordinating workforce investment activities with economic development strategies, and;
8. Ensuring the effective provision of connecting, coaching and brokering activities.
9. In the development of Workforce Investment Plans, the Workforce Investment Board shall seek the involvement of Local School Districts, Community Colleges, Regional Occupational Centers and Programs, EDD's Job Service, Public Assistance Agencies, Department of Rehabilitation, Organized Labor, Community Based Organizations, and Economic Development Agencies. The involvement of these agencies is to identify services and resources available in the WIA and develop linkages among service providers.
10. The Workforce Investment Board shall provide periodic reports to the County at the direction of the County Administrator.

MEMBERSHIP:

11. The Workforce Investment Board shall not change the numbers of its membership as set forth under the Workforce Investment Act, without prior written notice to the County and two-thirds vote of the Workforce Investment Board membership.
12. The members of the Workforce Investment Board shall receive no remuneration for their services except that the County permits actual and necessary costs consistent with federal funding.
13. Workforce Investment Board members will be considered County Officials for the purposes of the California Tort Claims Act.

ADMINISTRATIVE PROCEDURES:

14. The Workforce Investment Board shall prepare Bylaws that are consistent with this Agreement. The Bylaws shall include the requirements of Public Law 105-220, as amended, pertaining to the membership, nomination of members, appointment of members, numbers of members, and terms of office. The Bylaws shall be submitted to the County for comment prior to adoption.
15. In addition to the State and Federal requirements for Workforce Investment Boards, the WIB shall comply with the County's ordinances and administrative procedures.
16. Unless otherwise required by law or approved by the County Board of Supervisors, the County Board of Supervisors or the County Purchasing Agent shall execute all contracts for the Workforce Investment Board.

CONFLICT OF INTEREST:

17. No individual in a decision-making capacity, including WIB members shall engage in any activity, including participation in the selection, award, or administration of a subgrant or contract supported by WIA funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when the individual, and member of the individual's immediate family, the individual's partner or an organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award. The officers, employees, or agents of the agency making the award will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to subagreements. WIB members shall not participate in financial matters before the Workforce Investment Board that pertain to organizations that they represent.

A WIB member shall not cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or any organization which that

member directly represents), nor on any matter which would provide any direct financial benefit to that member.

Neither membership on the Workforce Investment Board, nor the receipt of WIA funds to provide training and related services shall be construed, by themselves, to violate the provisions of this section.

The COUNTY shall be responsible for:

18. The County shall act as the Grant Recipient in accordance with Section 117(d)(3)(B)(i) of the Workforce Investment Act;
19. The County shall be financially responsible to the U.S. Department of Labor and the State of California, for the administration of funds received pursuant to the requirements of the Act;
20. The County designates the Employment and Economic Development Department to act as the WIA administrative entity and the local fiscal agent under Section 117(d)(3)(B)(i)(II) of the Workforce Investment Act.
21. The Employment and Economic Development Department will act as staff to Workforce Investment Board in accordance with Section 117(d)(3)(B)(ii) of the Workforce Investment Act.
22. The County shall administer programs as described in the Workforce Investment Plan and consistent with the Act and the Rules and Regulations promulgated to carry out the Act, as well as other Federal, State and local laws, Rules and Regulations. Administrative responsibility and authorities shall include:
 - 22.1 Receipt and disbursement of all funds related to program operations, including collection and disposition of program income generated by program activities pursuant to federal regulation.
 - 22.2 Collection of program data necessary for management evaluation and the preparation of required and desired reports.
 - 22.3 Monitoring and evaluation of program operations, pursuant to the Act.
 - 22.4 Contracting with vendors and agencies for services described in the Workforce Investment Plan.
 - 22.5 Determination and verification of participant eligibility as described in the Act.
 - 22.6 Procurement and maintenance of fixed assets and expendable supplies necessary for program operation.

- 22.7 Selection and hiring of staff.
- 22.8 Contracting for space for EEDD operations after mutual agreement on location.
- 22.9 Other administrative duties and responsibilities as required by the Act of the Grant Recipient and Administrator.
- 22.10 Recruitment and appointment of members to fill vacancies on the Workforce Investment Board, in accordance with this Agreement, Workforce Investment Board Bylaws, and WIA. Workforce Investment Board vacancies will be filled within sixty (60) days of occurrence.
- 22.11 Appointment or reappointment of the WIB Chairperson by affirming the Chairperson selected by the Workforce Investment Board membership or appointing another private sector representative on the Workforce Investment Board to serve as Chairperson.
23. Preparation and approval of County EEDD budget.
24. The County shall procure audits of funds as required under the Act and shall resolve any questions arising from said audits.
25. The County shall develop and manage a system to hear and resolve grievances brought by participants, vendors, and other interested parties, as required by the Act.
26. The Workforce Investment Board and the County will maintain a consolidated office support and staff structure.
27. The Executive Director of EEDD shall be the managing officer of the WIA grant and shall direct the consolidated staff and office support of the Workforce Investment Board and the County.

In the event of any dispute, claim, question, or disagreement arising out of or relating to this Agreement or the breach thereof, the parties hereto shall use their best efforts to settle such disputes, claims, questions, or disagreement. To this effect, they shall consult and negotiate with each other, in good faith and, recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to both parties.

The initial term of this Agreement shall be for one year, thereafter, renewing itself for terms of one (1) year unless either party gives the other party ninety (90) days written notice of termination prior to the beginning of a new term.

EXECUTED BY THE PARTIES the date first written above.
COUNTY OF SAN JOAQUIN, a
political subdivision of
the State of California

By 
EDWARD A. SIMAS, Chairman
Board of Supervisors

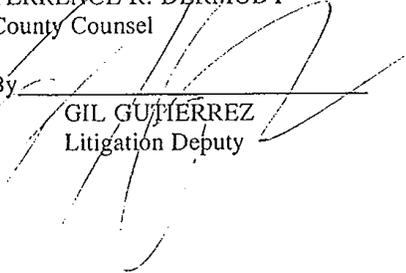
ATTEST: LOIS M. SAHYOUN
Clerk of the Board of Supervisors
of the County of San Joaquin, State of California

By  
Deputy Clerk

WORKFORCE INVESTMENT BOARD

By 
Title Chairman

APPROVED AS TO FORM:
TERRENCE R. DERMODY
County Counsel

By 
GIL GUIPÉRREZ
Litigation Deputy



Port of Stockton
CALIFORNIA

2012 ANNUAL REPORT
A Port of Direction

START >

The tug Marin Sunshine heads out to meet an incoming ship.



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Star Kilimanjaro importing windmill components from Korea.



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DIRECTOR'S MESSAGE: A PORT OF DIRECTION

We are pleased to report that the Port of Stockton has experienced yet another year of steady growth, particularly in the area of American-generated exports. In 2012, the Port exported iron ore to China, California-grown rice to Japan, coal to China and Japan, hay to the Middle East, and sulfur to Mexico, Central America, Brazil, West Africa, India, and Australia. The Port was a busy place in 2012, handling 418 vessel arrivals and departures, the second highest level in the last 35 years. This growth has resulted in more than \$1 billion in products crossing our docks every year, nearly a 400 percent increase from a decade ago.

These efforts are creating jobs. More jobs on our docks, more jobs in manufacturing, more jobs in agriculture, and more jobs in transportation. In total, the Port of Stockton supports more than 4,500 jobs in our region. We are proud to say that this has all been accomplished without taxing the citizens of Stockton, while actually generating more than \$40 million in additional revenue for the City of Stockton and San Joaquin County in recent years.

The result of this effort has been that the Port of Stockton has become the second busiest bulk and break-bulk port in California.

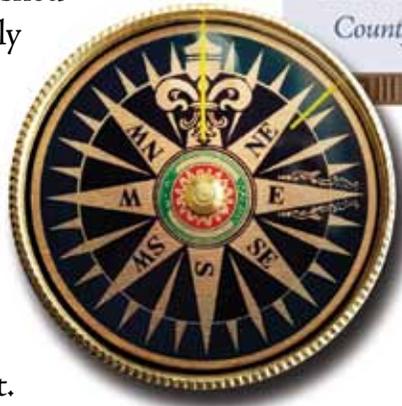
The core responsibilities of the Port of Stockton go beyond job creation and economic development. The Port is also engaged in a number of environmental initiatives ranging from soil and water restoration projects, to enhancing fish migration, to creating an active owl box habitat program, to

improving air quality by purchasing or retrofitting equipment used on our docks, to protecting the waters of the Delta with an extensive storm water management effort. In total, the Port of Stockton invests more than \$2.5 million annually on environmental initiatives.

We are proud to say that this has all been accomplished without taxing the citizens of Stockton, while actually generating more than \$40 million in additional revenue for the City of Stockton and San Joaquin County in recent years.

The Port has also made significant strides in preparing for the inauguration of the Marine Highway. This unique project will demonstrate, for the first time, that transporting shipping containers by barge will improve air quality and highway safety and efficiently connect shipping services offered at the Ports of Stockton and Oakland. During 2012, the Port made significant strides to establish the Marine Highway including receiving and assembling two mobile harbor cranes, capable of lifting 140 tons each, and two barges configured to carry containers. The Port also created a container yard, acquired container handling equipment, and initiated worker training in preparation for service to begin in the late spring of 2013.

After a decade of dedicated efforts, the Port of Stockton today is a port of a variety of activities generating significant economic activity for our community and region. We are not only a port of ships, we are also a port of environmental responsibility, a port of agriculture, a port of manufacturing and distribution, a port of public and private investment. Most importantly, the Port of Stockton is a port of jobs. We hope you enjoy our 2012 Annual Report: A Port of Direction.



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PORT OF STOCKTON
BOARD OF COMMISSIONERS



© Steve Pereira

(front row, left to right) Chairperson Elizabeth Blanchard, Commissioner W. Ronald Coale, Commissioner R. Jay Allen, (back row, left to right) Commissioner Sam L. "Butch" Tocoli, Vice-Chairperson Stephen Griffen, Port Director Richard Aschieris, Commissioner Gary Christopherson, and Commissioner Victor Mow

Sam L. "Butch" Tocoli
Sam L. "Butch" Tocoli
Commissioner

Elizabeth J. Blanchard
Elizabeth Blanchard
Chairperson

Stephen Griffen
Stephen Griffen
Vice-Chairperson

W. Ronald Coale
W. Ronald Coale
Commissioner

Richard Aschieris
Richard Aschieris
Port Director

Gary Christopherson
Gary Christopherson
Commissioner

R. Jay Allen
R. Jay Allen
Commissioner

Victor Mow
Victor Mow
Commissioner

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*Global Pioneer exporting
bagged rice to Japan.*

*Dockside rice
warehouse.*

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A PORT OF SHIPS

The year 2012 concluded with a respectable outcome with waterborne tonnages surpassing 2011 with the Port of Stockton handling nearly 2.9 million metric tons of combined import and export cargoes. During the year, the Port handled 1.74 million metric tons of imported products vs. 1.14 million metric tons of exported products. While export cargo fell by 310,000 tons due to a decrease of nearly 25 percent in iron ore tonnage vs. 2011, import cargo increased by 400,000 metric tons providing for a balance of the Port's maritime business. Exports of iron ore to China continued to be the largest outbound commodity as it represented over half of the Port's exports during 2012.

The import side was buoyed by increases primarily in dry and liquid bulk nitrogen fertilizers, which combined for 42 percent of the Port's inbound commodities for the year, as well as bulk molasses, which grew by 53 percent of metric tonnage vs. 2011. Also assisting with the import tonnage increase were

breakbulk shipments of steel products such as pipe, coil and structural beams that is generally a signal of renewed construction activity that require these products and is an indicator of economic recovery.

The continued success of the Port of Stockton's maritime activity has led to the creation of hundreds of family-wage jobs for the citizens of Stockton and the Central Valley.



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A PORT OF PRIVATE INVESTMENT

Jobs continued to grow at the Port of Stockton through 2012, with several new lease agreements leading to more than 100 new full time jobs during the year.

Major projects such as Wilmar Oils and Fats LLC and DTE Energy (along with some smaller scale projects) fueled more than 250 construction jobs during the year. These major projects, which will become operational by mid 2013, will create another 70 full-time positions at the Port of Stockton.

DTE Energy Services began converting their existing coal power plant to a 45 megawatt green energy plant, which promises to be the cleanest, state-of-the-art biomass plant in the United States. Much of the original equipment in the plant

has been removed, but the structure remains and serves as the framework for the upgraded renewal energy facility. DTE Energy has installed a green energy boiler and employs the best control technologies available to minimize air emissions, and maintain zero discharge of solid and liquid wastes.

Scheduled to commence operations during the summer of 2013, Wilmar Oils and Fats LLC will be importing edible oil products into their new \$30 million terminal located on the Port of Stockton East Complex. Wilmar Oils and Fats LLC is currently working toward completion of several storage tanks, a processing facility and pipeline in anticipation of completion of the new terminal at the Port of Stockton. Their first ship is also scheduled to arrive in July 2013.



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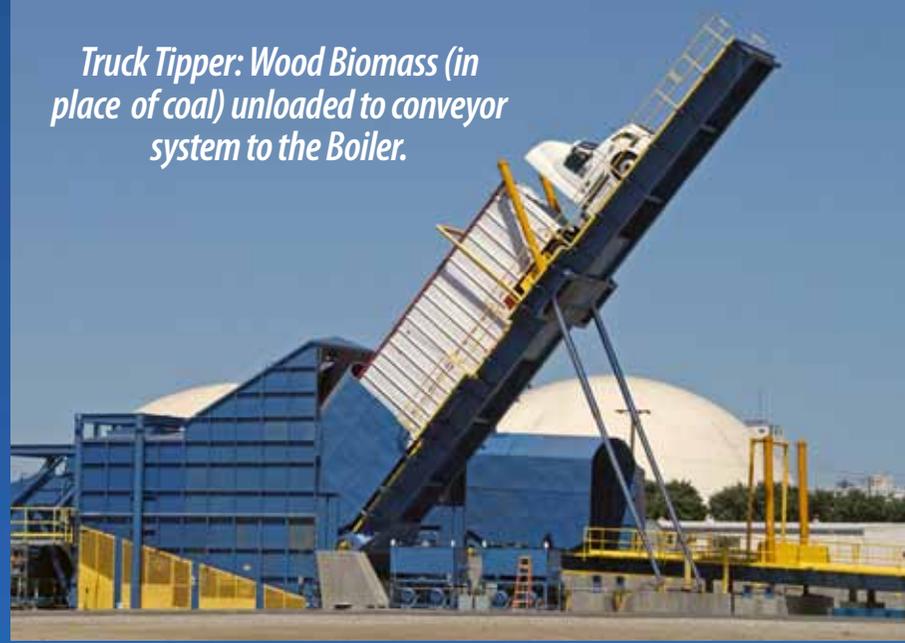
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Truck Tipper: Wood Biomass (in place of coal) unloaded to conveyor system to the Boiler.



DTE Energy under construction.



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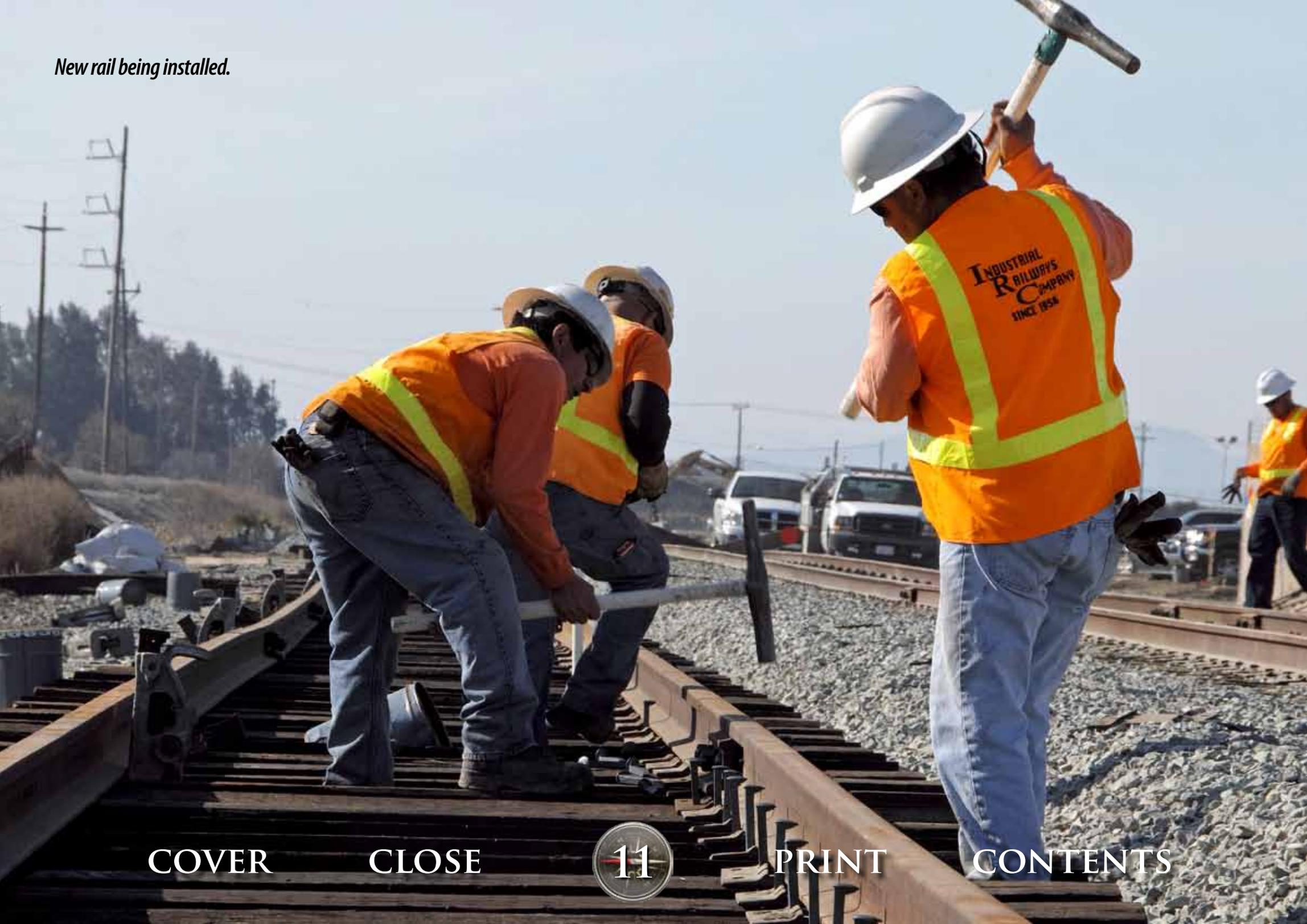
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STATE
UNIT
33

New rail being installed.



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A PORT OF PUBLIC INVESTMENT

Over the past five years, the Port has generated more than \$25 million in revenue for the City of Stockton and San Joaquin County. Federal and State grants are used for improving access, security and upgrading infrastructure needed to maintain the Port's business and economic viability.

During 2012, the Port of Stockton, in a public-private partnership with Union Pacific Railroad, added 5,825 feet of new railroad track to the east port interchange tracks, forming a loop that will allow inbound and outbound trains to operate without interfering with operations at the Port's east complex.

The \$1.2 million track extensions enable the Port to receive an additional three bulk unit trains of export iron ore or coal per week, doubling capacity to six trains weekly. Due to this expansion, the Port plans to employ up to 18 additional daily longshore workers to move cargo between trains and ships. The typical mile-long strings of hopper cars in the bulk-unit trains deliver iron ore and coal bound for China.

The Port utilized 2007 Series "B" Infrastructure Bonds to complete the installation of 3300 linear feet of new railroad tracks linking two existing tracks. The improvements are located in the northwest corner of the Port's West Complex.

Also during 2012, the Port was awarded funds from Department of Transportation High Priority Projects, State Prop 1B Highway-Railroad Crossing Safety Account to complete construction of a two-lane overcrossing of the Port of Stockton Expressway over the BNSF tracks, between State Route 4 and Burns Cutoff.



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A PORT OF ENVIRONMENTAL STEWARDSHIP



The Port of Stockton has been working with the United States Fish and Wildlife Service to help enhance the habitat at Antioch Dunes by donating sandy dredged material for re-use at the site to expand the dunes. The refuge provides habitat for three endangered species: Lange's Metalmark butterfly, Antioch Dunes evening primrose, and Contra Costa wallflower. The Antioch Dunes National Wildlife Refuge is located in the San Francisco Bay-Delta area, along the southern shore of the Stockton Ship Channel.

The Port has also completed a multi-year effort to clean our region's air and reduce harmful vehicular emissions. The Port has updated its entire fleet of diesel and propane powered equipment by installing diesel particulate filters on diesel powered equipment, retiring older models in the fleet and purchasing new, cleaner models.

In addition to the very successful Owl Nest Box Program, the Port established a Bat Roosting Box Program in 2012. The goal of the program is to provide suitable roosting sites and encourage them to raise young and establish themselves in the area. Bats provide great benefits to humans, including insect control and plant pollination.

As part of its involvement in Stockton Thunder Hockey's "Easy Being Green" annual event, the Port, along with Delta College, planted several trees at various locations around Port properties. Trees have numerous benefits, including reducing air pollution, fighting the atmospheric greenhouse effect, and creating wildlife habitat.



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Egrets and sea gulls.



Stockton Thunder players, mascot, Mike Toscano of Delta College and Jeff Wingfield Port of Stockton's Environmental Manager plant trees at the Port.



Sea lion.



2012 Inbound Trading Partners

- Trinidad**
Anhydrous Ammonia, Liquid Fertilizer
- Norway**
Bulk Fertilizer, Liquid Fertilizer, Steel Products, Project Cargo Auto
- Indonesia**
Anhydrous Ammonia, Bulk Fertilizer
- Malaysia**
Molasses, Project Cargo

- Thailand**
Molasses, Project Cargo
- Netherlands**
Bulk Fertilizer, Steel Products, Project Cargo
- Vietnam**
Bulk Rice, Molasses
- Korea**
Steel Products, Windmills
- Oman**
Bulk Fertilizer

- Taiwan**
Molasses
- Lithuania**
Liquid Fertilizer
- Argentina**
Bulk Grain
- Panama**
Liquid Fertilizer
- Guatemala**
Bulk Sugar, Molasses
- Nicaragua**
Molasses

2012 Outbound Trading Partners

- Mexico**
Sulfur
- Brazil**
Sulfur
- New Guinea**
Beet Pellets
- Turkey**
Paddy Rice
- Canada**
Project Cargo

2012 Inbound & Outbound Trading Partners

- China**
Inbound: Barite, Bulk Fertilizer
Outbound: Beet Pellets, Iron Ore
- Japan**
Inbound: Cement/Slag, Steel Products, Project Cargo
Outbound: Bagged Rice, Coal

- Australia**
Inbound: Cottonseed, Liquid Fertilizer, Molasses, Bagged Sand
Outbound: Sulfur
- Hawaii**
Inbound: Molasses
Outbound: Coal
- Chile**
Inbound: Bulk Fertilizer
Outbound: Sulfur

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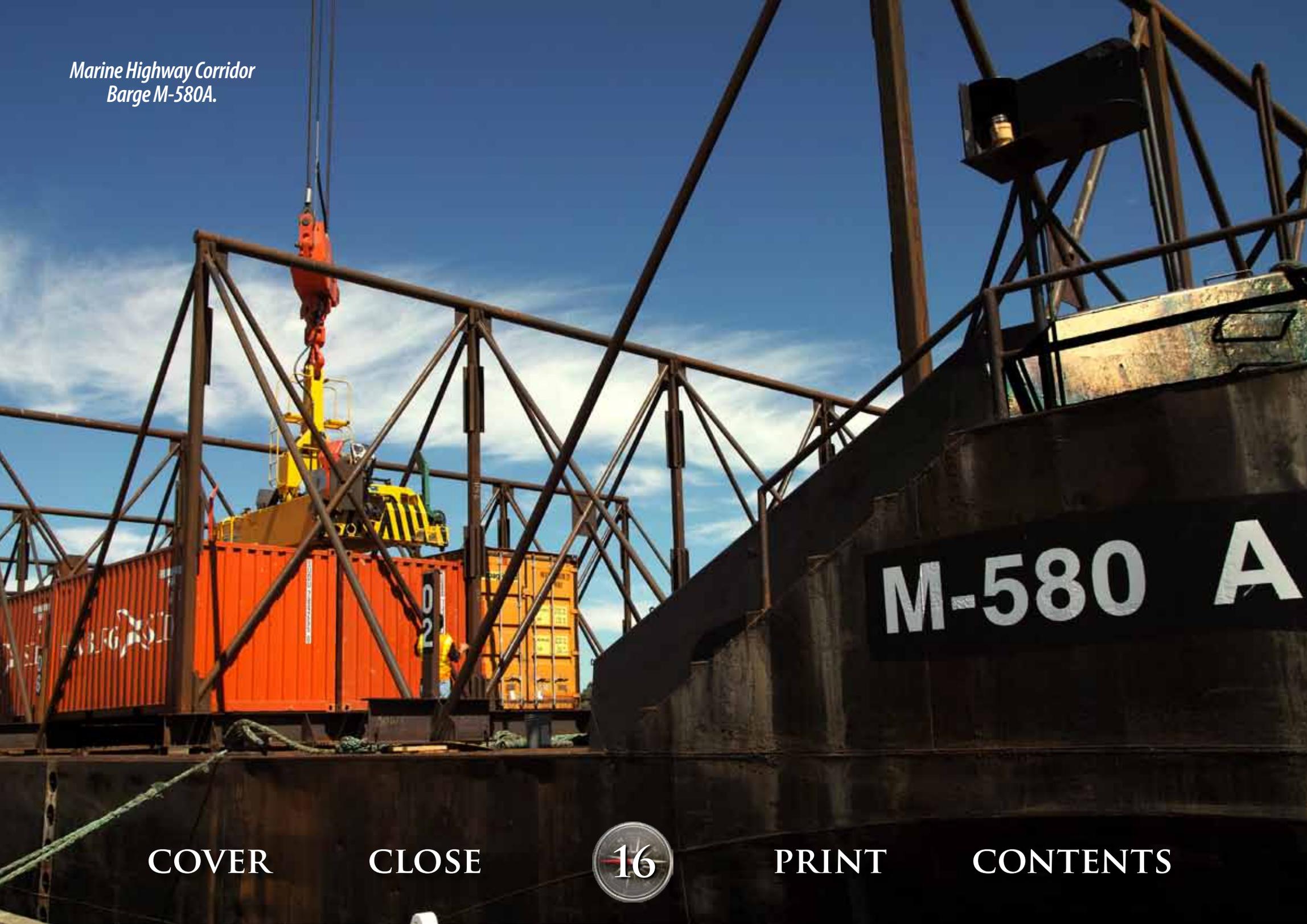
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*Marine Highway Corridor
Barge M-580A.*



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A PORT OF THE FUTURE

In late 2012, the Port assumed direct management of the M-580 Marine Highway Corridor Project, and is proceeding forward with inaugural service scheduled to begin in late spring of 2013. This service is a long awaited alternative goods movement demonstration project that will provide transport of import and export containers between the Port of Stockton and marine terminals located at the Port of Oakland. The service is designed to provide marine transport of containers comparable to levels of service and pricing associated with the current method of trucking. This allows cargo owners the opportunity to take advantage of the “maximum cubic capacity” of their cargo containers providing for up to 20 percent savings on their ocean freight costs. The service is also designed to provide beneficial air quality improvements and safety benefits by reducing highway congestion all along the Interstate-580 highway corridor connecting shipping customers located in the greater California Central Valley with their shipping lines located at the Port of Oakland.

In addition, \$5.3 million in federal funding was used to dredge the waterways and remove silt between the San Francisco Bay and the Port of Stockton. The dredging project will improve the shipping channels by increasing depths to a minimum of 35 feet, allowing larger ships and cargoes to flow to the Port of Stockton.



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A PORT OF COMMUNITY INVOLVEMENT

The Chamber of Stockton's 14th Annual State of the City was held in Shed 20 at the Port in 2012, with more than 800 people in attendance. Speakers included Mayor Ann Johnston, as well as Port of Stockton Chairperson Elizabeth Blanchard. More than 45 exhibitors from local and state programs provided information for businesses during the annual luncheon. The year 2012 marked the 8th year the Port of Stockton has hosted the annual event.

The Port is also a major sponsor of PUENTES, a local nonprofit organization committed to creating positive change in Stockton. The Boggs Tract Community Farm is a 2.5 acre plot of land donated by the Port, located in a low income neighborhood. Customers of this program receive a box of produce monthly for a fee, and are expected to help maintain the farm and participate in general operations. The farm offers the opportunity for neighborhood families to learn gardening techniques and to become shareholders in the farm. In addition to family plots, PUENTES is developing the farm as a sustainable business which will bring job opportunities to the community.

Farm projects include the production of vegetable and fruit crops, eggs and fish, which helps residents develop improved dietary habits.

In September of 2012, the Port also co-sponsored the San Joaquin County Fair, which included the contribution of a hand-painted mural of a cargo ship proceeding to the Port of Stockton. The Mural, which spans the side of one of the larger exhibition buildings at the fairgrounds, was painted by artist Mike Kohler of Tulare.



© Steve Brander



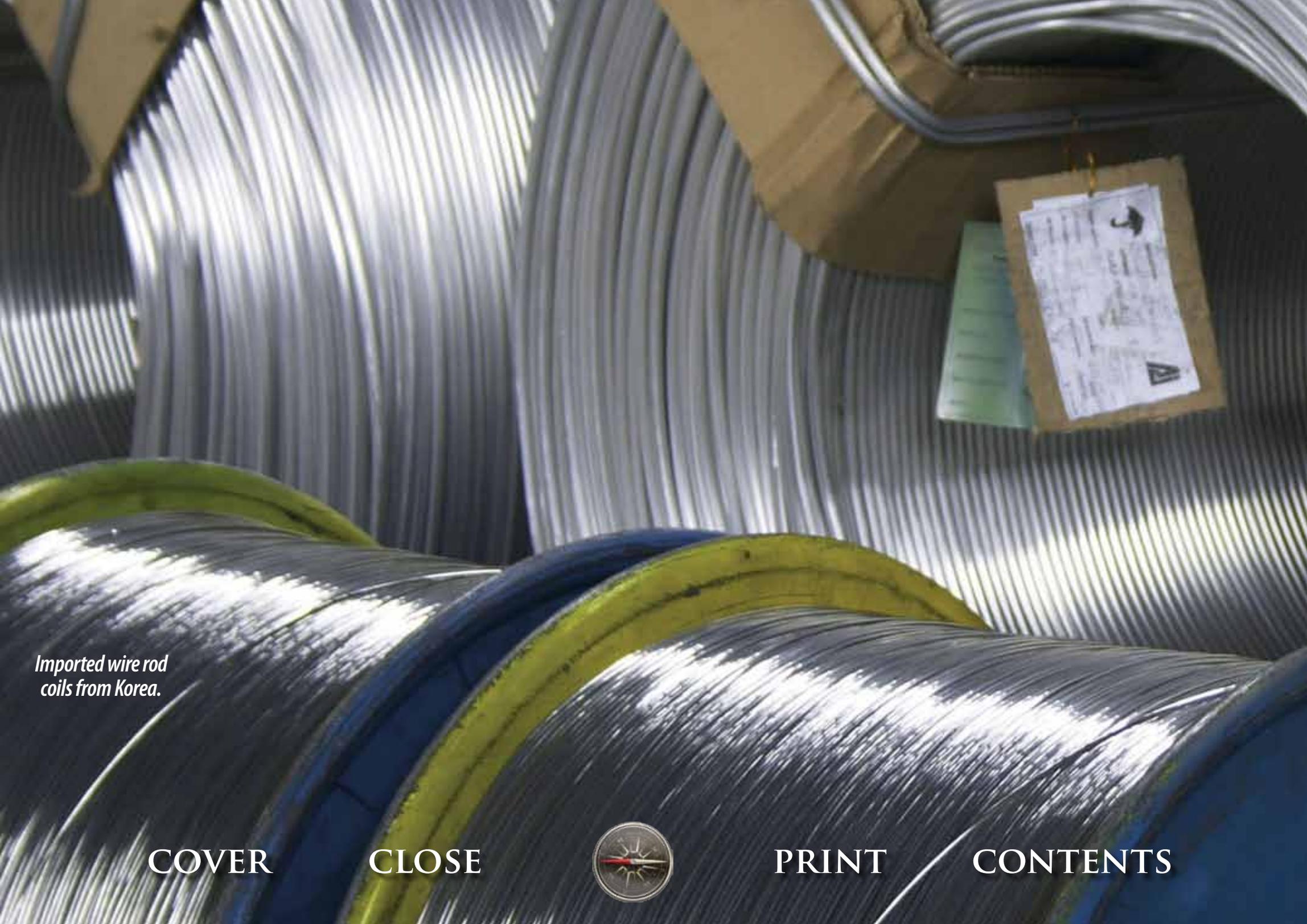


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Imported wire rod coils from Korea.

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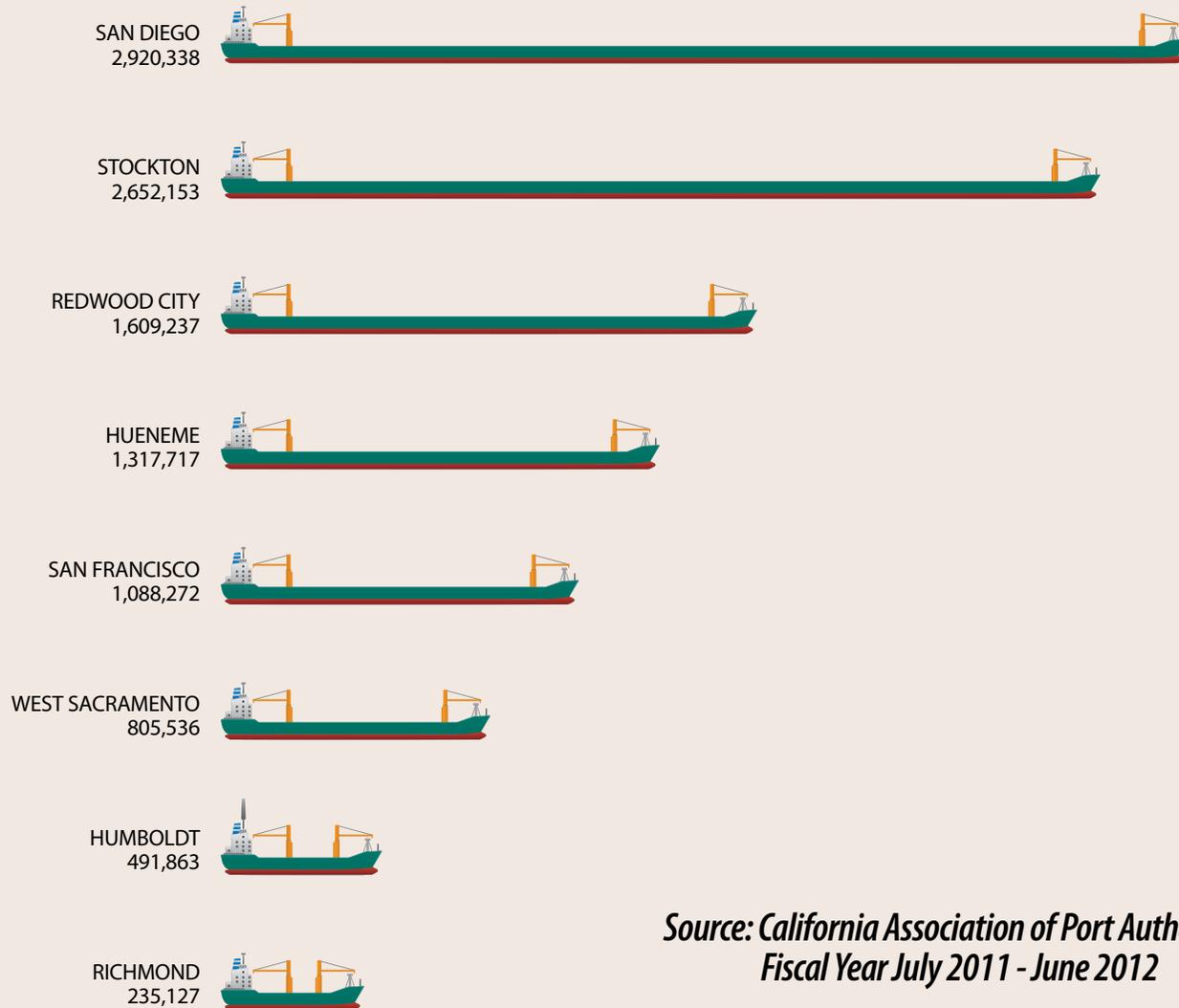


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2012 IN REVIEW: PORT STATISTICS

TOTAL WATERBORNE TONNAGE FOR CALIFORNIA BULK AND BREAK BULK PORTS 2012



Source: California Association of Port Authorities
Fiscal Year July 2011 - June 2012



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2012 IN REVIEW: PORT STATISTICS

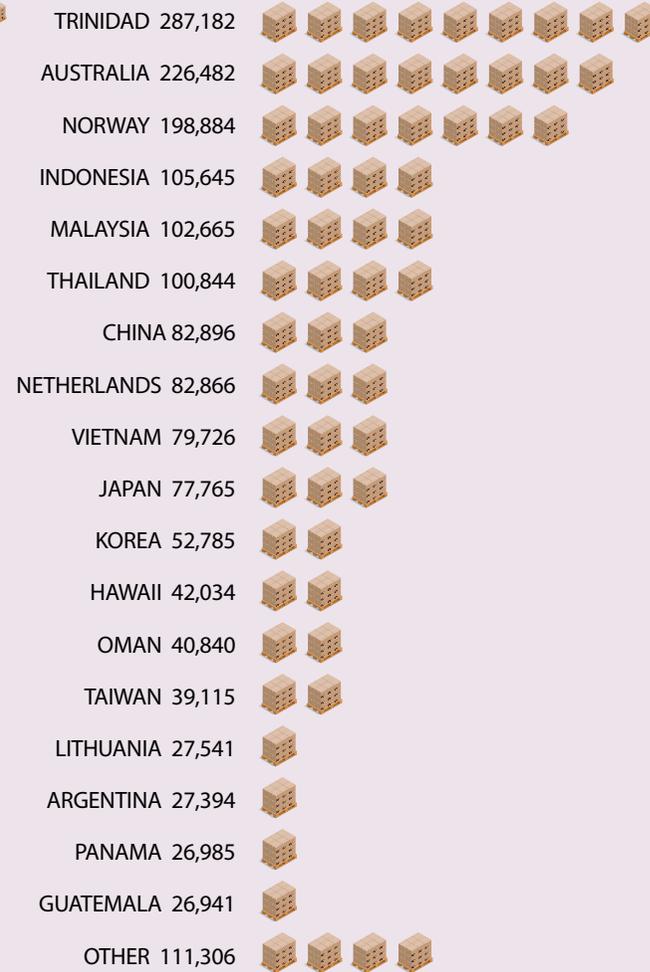
OUTBOUND TRADING PARTNERS

Total Tonnage: 1,138,440 Metric Tons



INBOUND TRADING PARTNERS

Total Tonnage: 1,739,896 Metric Tons



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*Rainbow I Panama importing
liquid fertilizer from Russia.*



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Liebherr 550 mobile cranes and barge used for M580 Marine Highway Corridor.

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2012 IN REVIEW: PORT STATISTICS

OUTBOUND COMMODITIES

Total Tonnage: 1,138,440 Metric Tons

IRON ORE 635,771 

SULFUR 240,064 

BEET PELLETS 127,340 

BAGGED RICE 63,003 

BULK COAL 61,904 

BULK RICE 10,000 

PROJECT CARGO 358 

INBOUND COMMODITIES

Total Tonnage: 1,739,896 Metric Tons

LIQUID FERTILIZER 459,316 

MOLASSES 335,143 

BULK FERTILIZER 267,426 

ANHYDROUS AMMONIA 180,809 

COTTONSEED 122,238 

BULK CEMENT / SLAG 75,175 

BARITE 63,903 

STEEL PRODUCTS 55,499 

BULK RICE 36,576 

PALM OIL 27,532 

GRAIN 27,394 

TAPIOCA PELLETS 27,000 

BULK SAND 22,056 

OTHER 39,829 



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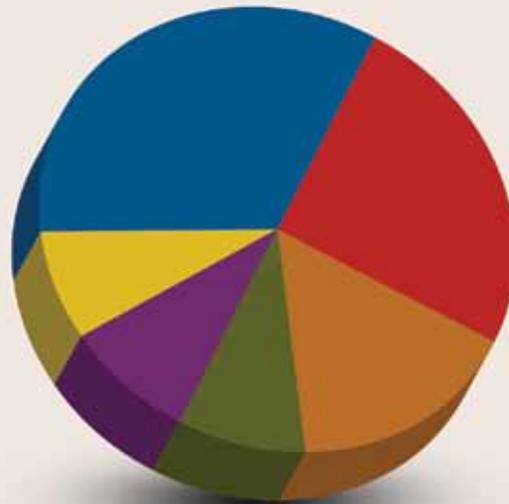
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2012 IN REVIEW: PORT STATISTICS

PROPERTY LEASING & CARGO TYPES

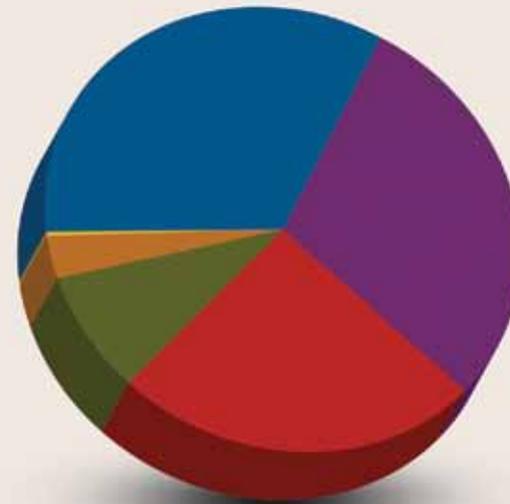
Total Revenues: \$53,058,604



 Property Management \$17,939,785	 General Cargo \$4,606,325
 Grant Revenue \$13,239,630	 Other \$4,553,111
 Dry Bulk Cargo \$8,697,961	 Liquid Bulk Cargo \$4,021,792

REVENUE CENTERS

Total Revenues: \$53,058,604



 Property Management \$17,939,785	 Other \$4,466,513
 Terminal \$15,656,583	 Warehouse \$1,669,495
 Grant Revenue \$13,239,630	 Interest \$86,598



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*Exporting sulfur
to Mexico.*



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PORT OF STOCKTON TEAM 2012

EXECUTIVE

Richard Aschieris
Port Director
Steve Escobar
Interim Deputy Port Director,
Real Estate & Port Development
Mark Tollini
Deputy Port Director,
Trade and Operations
Yvonne Ishimoto
Assistant to the Director /
Secretary to the Board
Victoria Lucero
Barbara Snyder

ACCOUNTING / FINANCE

Dianna Baker
Director of Finance
Michelle Bowling
Controller
Jeannine Anchartechar
Esmeralda Correa
Kristy Emerson
Myra Lang
Maria Perez
Jan Perryman

ENVIRONMENTAL & REGULATORY AFFAIRS

Jeff Wingfield
Manager, Environmental
& Regulatory Affairs
Jason Cashman
Rita Koehnen

FACILITIES MAINTENANCE & CONSTRUCTION

Gary Gentry
Director of Facilities Maintenance
and Construction
Tim Loveland
Facilities Maintenance
and Construction Manager
Russ Nicholas
Jazoé Green
Scott Ballard
Bob Belmont
Greg Burcham
Gary Capehart
Steve Cookerly
David Gentry
Dean Harr
Randall Hawley
Kazuo Higashi
Gary Johnston
Joe Luke
Bob Myers
Ricardo Navarro*
Eric Osterlie
Alex Perez
Charles Piggee
Pete Ramirez
Joe Rhodd
Steve Trindade
David Zendejas

*2012 Employee of the Year

GRANTS ADMINISTRATION

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Manager Grants Administration

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Director of Human Resources
& Administrative Services
Jim Cooper
Information Technology Manager
Judy Baumann
Katie Miller
Melanie Rodriguez
Melissa Sanchez

MARKETING

William P. Lewicki,
Director of Marketing

OPERATIONS

Mike Tyler
Director of Operations
Chris Mountjoy
Operations Manager
Bodie Gonsales
Assistant Superintendent
Randy Jerwa
Assistant Superintendent
Mike Miller
Assistant Superintendent
Jeff Vine
Assistant Superintendent /
Safety Officer
Jill McAuliffe
Accounts Manager
Linda Christison
Larry Lockmiller
Kyle Moutray
Melissa Whitener
Daniel Bautista
Cecilio Gomez
Eduardo Gomez
Michael Lopez
Alfredo Maya
Everardo Mendoza
Raul Montanez
Sam Montanez
Zachary Tyler

PORT POLICE

George Lerner
Chief of Police
Steve Nichols
Lieutenant
Mike Archibeque
Jim May
Jim Mitchell
Noel Aviles
Suzanne Craig
Kraig Higashi
Bill Hutton
Timothy Ivey
Rick LeChuga
Tyler Moua
Kerry Nicholas
Allen Standley
Lacy Edwards
Fritz Encluna
Curtiss McConnell
Darrel Wade
Wally Wallick

PROJECTS & CONTRACT ADMINISTRATION

Juan Villanueva
Projects & Contract
Administration Manager
Janice Dias
Misty Escobar

PROPERTY MANAGEMENT

Debbie Calli
Assistant Manager Properties

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PORT OF STOCKTON TENANTS

Academy of Truck Driving
 ACX Pacific Northwest, Inc.
 ADA Inc
 Advanced Polymer Technologies
 Alfalfa Supply
 John Allen
 All Fire Protection
 American Biodiesel, Inc.
 American Containers, Inc.
 American River Ag., Inc
 Jennifer & Ricky Anderson
 Best Logistics, Inc. - East
 Blair Grain Company
 Bleu-Mews Creative
 Buckeye Terminals, LLC
 Building Materials Distributors
 Calamco
 Calaveras Cement Company
 California Agri Inspection Co., Ltd.
 California Portland Cement
 Capital Feed
 Carry Transit - East
 Carry Transit - West
 Catch All Baseball

Cencal Recycling, LLC
 Central California Railcar Repair
 Central California Traction Company
 Chemstation of Northern California
 Child Abuse Prevention Council
 City of Stockton
 Clearwire, LLC
 Club Stockton Volleyball
 C-Trans
 Custom Spraying
 Cynthia Revel
 D.B. Western
 Delroy's Deli
 Delta Yacht Club
 Dement Farms
 Denny Ah-Tye
 Department of Water Resources
 Door Fabrication Services, Inc.
 DTE Stockton, LLC
 Ferguson Enterprises
 Ferguson Enterprises, Inc. - Distribution
 Gilton Resources
 Giovannoni Farms
 Ed Grogan

Gurmeet Bazaz
 H.J. Baker & Bro., Inc.
 Hendrix Forklift Service
 Holt Repair & Manufacturing Inc.
 Junior Aid of Stockton
 Karl Ross Post
 Keep on Trucking
 Klockner Metals, US
 Kustom Materials Laminators, Corp.
 L-1 Enrollment Services
 Lesovsky-Donaldson Architects
 Lovotti Air
 Lowe's HIW
 M & L Commodities
 MacSpecialties
 Marine Terminals Corp.
 Martin Operating Partnership
 METROPCS
 Metropolitan Stevedore
 MT Railcars, Inc.
 My Power Books
 North American Composites
 Northern Calif College of Construction
 Onions Etc.

Online Logistics
 Pacific Ethanol
 Pelton-Shepherd Industries
 Pereira Studios
 Quality Office Liquidations
 Ramsey Express
 Rarin Federal Credit Union
 Recology Stockton
 Rice Terminals
 Riverside Cement
 Roof Rangers
 Ross Island Sand & Gravel
 Royal White Cement, Inc.
 RubyNova, Inc.
 San Joaquin County Sheriff
 Sandee Russell
 SFPP, L.P.
 Sheedy Drayage Co.
 Soli-Bond
 SSA Marine, Inc.
 ST Services/NuStar Energy
 Stockton Civic Theatre
 Stockton Police Department
 Stockton Police Officers Association

Stockton Professional Firefighters
 Sunshine Cement
 Tamarii Matairea
 TBM Sand & Storage Logistics, LLC
 Tesoro Logistics Operation
 Tradco, Inc.
 Transhold, Inc.
 Transload Solutions LLC
 Transmarine Navigation
 Turner Photography
 Turning Basin Business Park
 UDB Enterprises
 University of the Pacific
 US Border Patrol - Customs
 Weber Point Yacht Club
 Westway Terminal
 Westway Trading Corporation
 Weyerhaeuser Company
 Wilmar Oils & Fats, LLC
 Yara North America, Inc. - East
 Yara North America, Inc. - West

The Government Finance Officers Association of the United States and Canada has awarded the Stockton Port District with a CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING for the 2012 fiscal year.

The Port of Stockton received an Award of Excellence from the 2012 AAPA Communication Awards in the "Advertisements - Single" category.

The Port of Stockton security division received twenty-four awards at various K-9 competitions held in 2012.

We would appreciate your opinion about this year's Annual Report. Our web site, www.portofstockton.com, has a Feedback link on the Annual Reports web page. Please send us your comments and questions.

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This publication is dedicated in Memory of Joe Rhodd, a 33-year employee and plumber/working foreman in the Port Maintenance Department, who passed away on May 22, 2012.



Port of Stockton
 CALIFORNIA

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Workforce Investment Board Roster

Term At-Large Rep of Local Business	5/21/13 - 5/21/15	8/9/11 - 8/9/13	5/24/11 - 5/24/13	9/11/12 - 9/11/14	8/9/11 - 8/9/13	8/30/11 - 8/30/13	1/31/12 - 1/31/14	5/21/13 - 5/21/15	8/9/11 - 8/9/13
	Acevedo, Gene	Garza-Roderick, Jesse	Givens, Terry	Halver, Peter	Johnston, Ann	Kennedy-Bracken, Mary	Maloney, Dan	Nunes, Albert	Schroeder, Daniel
	President Bi-lingual Weekly	San Joaquin Delta College Dean	Anheuser Busch	BPOE	Campaign for Common Ground	Lathrop & Manteca Youth Focus	Manteca Parks & Recreation	Manteca Rotary	San Joaquin Bar Association
	Community Outreach Director, Hospice of SJ	Central Valley Asian American Chamber		American Legion	Greater Stockton Chamber of Commerce	Boys & Girls Club	Past President Delta Nu Alpha Transportation Fraternity	California Trucking Assn	North Stockton Rotary
	SUSD Citizen Oversight Committee	San Joaquin Hispanic Chamber			CSUS Stanislaus Site Authority Board of Directors	Lathrop Chamber			
	President Mexican Heritage Cultural Center	Hispanic Scholarship Committee			League of Women Voters				
	VP Stockton Symphony	Cesar Chavez Scholarship Committee			Stockton Womens Network				
	Coalition of Mexican American Org (COMA)	Coalition of Mexican American Org (COMA)			Downtown Rotary of Stockton				
	San Joaquin Film Society	El Concilio			Stockton Rotary				
Comerciantes Unidos	Comerciantes Unidos			Harry S. Truman Club of Stockton					
Hispanic Chamber of Commerce	Future Business Leaders of America			Executive Women					
	Golden Valley Medical Clinic								
	Transitional Learning Center								

Term District Rep. of Local Business	District 1 11/20/12 - 11/20/14	District 1 8/9/11 - 8/9/13	District 2 8/9/11 - 8/9/13	District 2 8/9/11 - 8/9/13	District 3 1/31/12 - 1/31/14	District 3 1/10/12 - 1/10/14	District 4 8/30/11 - 8/30/13	District 4 Vacant	District 5 8/30/11 - 8/30/13
	Seligman, Howard	Sepulveda, Julian	Oneto, Sherri	Summers, Cynthia	Cort, Zac	Moorehead, Debby	Johnson, Sandra	VACANT	Cotton, Ron
	Attorney	Mediation Center Church of the Presentation Lector	Community Action Board Habitat for Humanity Leadership Stockton Alumni	Central Valley Realist Association City of Stockton Planning Commissioner Community Liaison Pac Bell Housing Chair NAACP State Conference	Downtown Stockton Alliance Defying Muscular Dystrophy	CEO Manteca Chamber of Commerce Manteca City Council	HR Director, The Record Society of Human Resource Professionals (SHRM)		Real Estate

Term Rep of Local Unemployment Compensation Program	3/29/11 - 3/29/13
	Mendoza, Mary
	EDD Numerous Organizations in Merced & Stanislaus Counties

Workforce Investment Board Roster

	Community Health Forum Steering Committee				
Term	7/12/11 - 7/12/13	7/12/11 - 7/12/13	8/9/11 - 8/9/13	2/12/13 - 2/12/15	11/22/11 - 11/22/13
Rep of Local Labor Organizations	Lopez, Steve	Munoz, Jack	Patterson, Maria	Thomas, David	Vigil, Lisa
Other Boards, Committees, Associations	Planning Commissioner		SEIU Local 1000 Lavendar Committee SJ/Calaveras County Central Labor Council	Cal OSHA Standards Board San Joaquin Building Trades Council	County Office of Ed. Youth Build SJ Delta College Measure L Oversight Committee Carpenters Training Committee Lincoln Unified School Dist Construction Academy San Francisco Public Utilities Commission Small Firm Advisory Committee SJ/Calaveras County Central Labor Council Hands On Career Fair
					SEIU 1021 SJ/Calaveras County Central Labor Council

Term	8/9/11 - 8/9/13
Rep Local WIA One-Stop	Solis, John
Other Boards, Committees, Associations	Director, EEDD California Workforce Association Cal Partnership for SJ Valley League of United Latin American Citizens (LULAC) Coalition of Mexican American Org (COMA)

Term	2/12/13 - 2/12/15	10/18/11 - 10/18/13
Rep Local Economic Development Agency	Burcham, Shelley	Parker, Cal
Other Boards, Committees, Associations	City of Stockton Development Oversight Committee Industrial Asset Mgmt. Council Business Team San Joaquin	Economic Development Assn. (EDA) Options, Inc. Human Services, Inc.

Workforce Investment Board Roster

	Tracy Certified Economic Development Account
--	--

Term	2/14/12 - 2/14/14
Human Service Agency Rep	Chelli, Joseph
Other Boards, Committees, Associations	Director, Human Services Agency First 5 CWDA Adult Services Committee Community Action Agency Area Agency on Aging

Term	8/9/11 - 8/9/13	8/9/11 - 8/9/13
Rep Local Community Based Organization	Washington, Tony	Williams, Ernest
	Boys & Girls Club of Lodi	San Joaquin County Housing Commissioner Department of Aging

Term	3/27/12 - 3/27/14
Rep of Local Vocational Rehabilitation Program	Climons, Ardria
	Mayor's Committee for Persons with Disabilities

Term	5/21/13 - 5/21/15
Rep of Local Migrant & Seasonal Farmworker Program	Paige, Christopher
Other Boards, Committees, Associations	Deputy CEO/COO CHD Board Chair Sutter VNA & Hospice Sonoma WIB NCCC WIB

Workforce Investment Board Roster

Term Rep of Local Native American Program	Vacant
	Vacant

Term At-Large Rep of Local Educational Entity	8/28/12 - 8/28/14	7/10/12 - 7/10/14
	Founts, Mick	Hart, Kathleen
Other Boards, Committees, Associations	SJC Superintendent of Schools	President SJ Delta College
	Blue Ribbon Commission	Stockton Arts Commission
	Community Health Forum Steering Committee	Stockton Symphony Board
	Green.edu County Wide Advisory	Community Health Forum Steering Committee
	Various Additional Boards	

Term Rep of Local Housing & Urban Development Program	10/18/11 - 10/18/13
	Kauss, Barbara
	San Joaquin County Fair Housing Board
	California Association of Housing Authorities
	CA Housing Authorities Workman's Compensation - Board
	Mountain House Housing Advisory Board
	Stockton Pacific Rotary

Term Rep of Local Job Corps Program	Vacant
	Vacant

Workforce Investment Board Roster

3/15/11 - 3/15/13
Withers, Jeffrey
Government Affairs Committee
Joint Apprenticeship & Training Trust for Electrical Workers

District 5 Vacant
VACANT

Economic Development Association Roster

Category	District 1 Rep	District 2 Rep	District 3 Rep	District 4 Rep	District 5 Rep
Term	1/5/09 - 12/31/12	1/3/11 - 12/31/14	1/7/13 - 12/31/15	1/4/12 - 1/31/14	1/7/13 - 12/31/15
Member Other Boards, Committees, Associations	Parker, Cal	Lowery, Diana	Jimenez, David	Patrick, Pat	Ferral, Frank
	Workforce Investment Board (WIB) Options, Inc. Human Services, Inc. Tracy Certified Economic Development Account	Greater Stockton Chamber SJC Hispanic Chamber Junior League Stockton Sister Cities Child Abuse Prevention Council	Jose Hernandez Reaching for the Stars Found	CEO Lodi Chamber Rotary Salvation Army Lodi Memorial Hospital Loel Senior Center Lodi Convention & Visitor's Bureau Western Assn. of Chamber Executives	Greater Stockton Chamber Program & Policy Director REACON Government Relations Council

Revolving Loan Fund Roster

Category	District 1 Rep	District 2 Rep	District 3 Rep	District 4 Rep	District 5 Rep	At-Large Rep
Term	1/7/12 - 12/31/16	12/31/11 - 12/31/15	1/7/13 - 12/31/16	12/31/10 - 12/31/13	1/7/13 - 12/31/16	5/9/12 - 5/9/14
Member	Cuevas, Mayra	Vistica, Bonnie	Sanchez, Luis	Colombini, Jay	Smith, Karen	Bivens, Bobby
Other Boards, Committees, Associations	Comerciantes Unidos South Side Merchant's Org.		Greater Stockton Chamber San Joaquin Hispanic Chamber St. Anne's Episcopal Church Vestry Coalition of Rural Housing	Senior VP Farmers & Merchants Bank Linden Lions Trustee Linden Unified School District	Tuolumne County Mortgage Lenders Association Advisory Member Market President Committee B of A San Joaquin Business Council	NAACP President & State Economic Development Chair African American Chamber COG Citizens Advisory Committee

Revolving Loan Fund Roster

At-Large Rep

4/11/12 - 4/11/14

Sivell, Robert

Valley Rehab
Industries

Linden Lions

BUSINESS TEAM SAN JOAQUIN COMMITTEE MEETING

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BUSINESS RETENTION AND EXPANSION COMMITTEE MEETING

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BUSINESS RETENTION AND EXPANSION COMMITTEE MEETING

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BUSINESS RETENTION AND EXPANSION COMMITTEE MEETING

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	<p>John Solis EEDD Director</p>	<p>EEDD/San Joaquin Co WorkNet 56 South Lincoln Street Stockton, California 95203</p>	<p>209 468-3511 209 462-9063 Fax</p>	<p>Jsolis@sjcworknet.org</p>
	<p>Fran Aguilera, ED Dir E. Hope Arechar BR&E Connie Rill, EZ, Ed Wanket, EZ</p>	<p>EEDD/EDA/EZ 56 South Lincoln Street Stockton, California 95203</p>	<p>209 468-3512 209 468-3507 209 468-3529 209 468-3613 209 468-3666 Fax</p>	<p>Faguiler@sjcworknet.org Harechar@sjcworknet.org CRill@sjcworknet.org EWanket@sjcworknet.org</p>
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	<p>Raymond Racinos</p>	<p>Laborers Union, Local 73 2841 E. Myrtle Street Stockton, California 95205</p>	<p>209 466-3356 209 466-2780 Fax</p>	<p>Liuna73@pacbell.net</p>

BUSINESS RETENTION AND EXPANSION COMMITTEE MEETING

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		Augustine Beltran	Northern California Carpenters 16120 Matador Way Lathrop, California 95330	209 239-3528 408 639-9995 Fax	Abeltran@nccrc.org

SAN JOAQUIN COUNTY

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

ANNUAL REPORT 2011



**San Joaquin County
Comprehensive Economic
Development Strategy
Report**

November 3, 2010

San Joaquin County Board of Supervisors

**Workforce Investment Board
&
CEDS Task Force**

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APPENDIX B: LIST OF WORKFORCE INVESTMENT BOARD MEMBERS

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I. Introduction

This document provides a Comprehensive Economic Development Strategy (CEDS) for San Joaquin County, California. This CEDS is a complete update of the previous countywide CEDS prepared in 2003. The updated document has been formatted in accordance with the current CEDS guidelines and requirements published by the U.S. Department of Commerce, Economic Development Administration (EDA).

The CEDS update process has included the following:

- Substantial community and private sector involvement via the CEDS Task Force, the San Joaquin County Business Retention Committee (BRC), and the San Joaquin County Workforce Investment Board (WIB).
- Incorporation of relevant research and strategic recommendations from an extensive economic development strategic planning process completed in the county in 2005 and 2006 (a process which also included a substantial public outreach component). The integration of this material into the current CEDS update has involved a review of progress made to date on the strategies outlined in the 2005/2006 plan, and a refinement of the strategies based on current priorities and opportunities.
- Compilation of current economic and demographic data, allowing for a comprehensive update of the conditions and trends documented in the 2003 CEDS and the 2005/2006 strategic planning effort.
- Reviews of relevant planning documents and current work programs of the San Joaquin Partnership (the countywide economic development corporation) and the San Joaquin Council of Governments (the countywide metropolitan planning organization).
- Extensive coordination with the individual municipalities and other institutional partners in the county to develop an integrated set of goals, objectives and strategies for economic development in San Joaquin County.
- Coordination with the municipalities and other institution partners to identify and rank CEDS projects (for purposes of this CEDS, for the internal prioritization of projects) involving planned investments in key infrastructure and other projects related to the CEDS goals.
- Preparation of an updated industry cluster analysis to assist the CEDS Task Force in identifying target industries to be the focus of CEDS implementation.
- Development of a CEDS Plan of Action based on the preceding steps.

- Development of monitoring program and related performance measures to track implementation of the CEDS, and to provide a basis for refining the goals, objectives and strategies over time.

The organization of the CEDS reflects the fact that a number of existing programs and entities are aggressively addressing economic development in San Joaquin County. The intent of the CEDS is not to replace or redirect these other efforts, but to leverage their effectiveness through an enhanced degree of integration, whereby issues that would otherwise limit the success of individual programs can be mitigated through a comprehensive, coordinated strategy.

As noted above, a critical element of the CEDS is a list of planned infrastructure projects and other investments that will advance economic development in the county pursuant to the CEDS Plan of Action. The listed projects are potential candidates for EDA funding. A substantial effort within the CEDS update process has been devoted to establishing an evaluation matrix by which individual entities can rank the candidate projects based on the EDA's current finding priorities and criteria.

II. Executive Summary

Demographic data for San Joaquin County reveal that there are wide differences among County communities, while overall the County has indicators of economic stress, compared to the state and nation, in figures pertaining to educational attainment of the workforce, incomes, and unemployment. San Joaquin County has been a high-growth area. From 2000 to 2010 the County population increased by 23%, compared to 14% for all of California.

While the process of economic development follows many general principles, local conditions greatly affect the overall strategic approach to how economic development is conducted. Every location has its unique complexities, as does San Joaquin County. For example, a range of issues identified for discussion purposes at the outset of this CEDS update process fell under the following three headings:

- Historic context: Baseline conditions arising from the County's past;
- Changing influence of location: Pressures exerted on the County due largely to the expansion of adjacent, larger urban areas; and
- Results: The problems and opportunities created from the combination of history and emerging locational challenges.

This list of issues was drawn largely from the documentation of a major strategic planning process completed by the San Joaquin Partnership since the last CEDS was produced. In 2005 and 2006 (i.e. approximately three years after the previous CEDS was completed) the San Joaquin Partnership (SJP) spearheaded a major strategic planning effort to define a comprehensive economic development approach for San Joaquin County. The process also involved a substantial community outreach effort, including individual interviews with approximately 50 stakeholders, 10 focus group meetings, and an online survey of residents and businesses.

The 2005-2006 strategic planning process, along with subsequent refinements reflected in SJP's annual work plan have provided the recent strategic framework for countywide economic development programming. Key elements from that process are included in this CEDS. A second strategic planning process, the *San Joaquin County Regional Blueprint Vision, January 28, 2010*, prepared for the San Joaquin COG, is also addressed in this CEDS. The *Blueprint* is key to setting policy to developing a Sustainable Community Strategy in response to California Senate Bill No. 375. *Blueprint* issues particularly relevant to this CEDS pertain to the need to:

- Ensure that land use planning and other policy direction is compatible with economic development strategies.

- Monitor overall development policy and activity, and promote policies and results that support the repayment of infrastructure debt.

Based largely on these previous strategic efforts, Projects and Programs, and Recommended Five-Year Objectives, are organized within this CEDS under the following eight major goal-topic headings. The topics give a sense of the comprehensive nature of the County's economic development efforts.

- Economic Development Focus
- Economic Development Marketing
- Business Climate
- Sites & Infrastructure
- Entrepreneurship
- Tourism
- Education & Workforce Development, and
- Quality of Life

A critical element of the CEDS is a list of planned infrastructure projects and other investments that will advance economic development in the county pursuant to the CEDS Plan of Action. The 40 projects in the project database represent a total of approximately \$1 billion in investment, for water, wastewater, and storm drain projects, transportation improvements, and energy-related projects. These projects would generate an estimated 8,500 person-years of construction employment. Over half the projects involve new infrastructure. Over 3/4th of projects also involve refurbishing or upgrading existing buildings/infrastructure in order to preserve the serviceability of a facility or area, or to meet the requirements of modern logistics, energy conservation, lifestyle options, or other needs. In this sense, many of these projects aim to maintain or enhance a community's competitive position.

Generally, the projects relate to core areas of the community – job centers or downtowns. Although the long-term job-generation effect is not explicitly delineated for all proposed projects, approximately 1/3rd appear to have a role in supporting the growth of industrial-type jobs, and another 1/4th support retail, other commercial, and office job growth.

Twenty-five existing economic development programs, including new, committee-based initiatives and long-standing institutionalized programs, are also reflected in the CEDS, and some of the more recent initiatives are also reflected in the 5-Year Action Plan.

III. Background: Demographic and Economic Setting

Overview of Demographic Conditions

The following data were obtained from the U.S. Census Bureau (for 2000), American Community Survey (ACS) 3-year estimates (for 2006-08), California Department of Finance (DOF), and the U.S. Bureau of Economic Analysis (BEA) for comparison of demographic characteristics in San Joaquin County, county sub-places (depending on data availability),¹ the State of California and the nation. Topics address current and historical conditions related to population, race/ethnicity, age, educational attainment and household and personal income levels.

Population

Table III-1 (below) reveals current and historical population for select years between 2000 and 2010. While there are some discrepancies between the data sets with respect to 2000 and 2008 population estimates from the Census/ACS and the DOF, these differences are, for the most part, negligible. Based on the DOF data between 2000 and 2010, San Joaquin County's population has increased by approximately 23%, while the State's population increased by roughly 14%. Within San Joaquin County, the cities of Lathrop (72%), Manteca (39%), Ripon (52%) and Tracy (44%) grew at higher rates between 2000 and 2010, compared to County figures.

¹ Data from the 2006-08 ACS were not available for the San Joaquin County sub-places of Escalon, Lathrop and Ripon.

Table III-1: Population estimates by source and geography

	Census (2000)(1)	ACS (2006-08)(2)	Dept of Finance (2000)(3)	Dept of Finance (2008)(3)	Dept of Finance (2009)(3)	Dept of Finance (2010)(3)	% change 2000-2010 (DOF)
San Joaquin County	563,598	667,556	563,598	681,842	687,854	694,293	23.2%
Escalon	5,911		5,963	7,084	7,145	7,185	20.5%
Lathrop	10,334		10,445	17,331	17,631	17,969	72.0%
Lodi	57,037	65,394	57,011	63,007	63,164	63,549	11.5%
Manteca	49,201	63,016	49,255	66,074	67,589	68,847	39.8%
Ripon	10,134		10,158	14,830	15,221	15,468	52.3%
Stockton	242,714	285,919	243,771	288,295	289,717	292,133	19.8%
Tracy	56,839	82,082	56,929	81,087	81,519	82,107	44.2%
California	33,871,648	36,418,499	33,873,086	37,871,509	38,255,508	38,648,090	14.1%

(1) U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(2) U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(3) California Department of Finance, Demographic Research Unit

Note on ACS data: Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties. However, the figures are relevant for this table in that the other 2006-2008 ACS data in this section relate to the ACS population numbers.

Race/ethnicity

Table III-2 and Table III-3 (below) highlight the concentrations of minority populations for 2000 and 2006-08. The racial/ethnicity mix for the County and State is reasonably similar for 2000 and 2006-08. Overall, the County and State saw declines in the percentage of White (alone) residents and increases in the percentage of Hispanic residents, while the other ethnic groups remained at relatively the same proportions between 2000 and 2006-08.

Compared to the U.S. percentages, the State, County and cities have higher percentages of Hispanic/Latino residents for both 2000 and 2006-08. During this period, the Hispanic/Latino populations yielded the highest percentage increases for the County (increasing by roughly 5 percentage points) and the State (increasing by nearly 4 percentage points). Conversely, the White (alone) residents declined by nearly 8 percentage points within the County and 4 percentage points within the State between 2000 and 2006-08.

The San Joaquin County cities also exhibit similar characteristics in relation to the increase in the percentage of Hispanic/Latino populations and the decrease in the percentage of White (alone) residents – with percentage changes comparable to those of the County and State. However, the City of Tracy had the greatest percentage reduction in White (alone) residents (15 percentage points) and the highest increase in the Other² race designation (over 5 percentage points) – which is largely attributable to an increase in the Asian population.

² Other race designation includes: Native American, Hawaiian/Pacific Islander, Asian and other races not included elsewhere.

Table III-2. Race/ethnicity by geography for 2000

	U.S. Census, 2000										
	White alone	% of total	Hispanic or Latino:	% of total	Black or African American alone	% of total	Other (1)	% of total	Multiple ethnicities	% of total	Total:
San Joaquin County	265,960	47.2%	172,027	30.5%	35,321	6.3%	69,343	12.3%	20,947	3.7%	563,598
Escalon	4,408	74.6%	1,174	19.9%	36	0.6%	85	1.4%	208	3.5%	5,911
Lathrop	3,772	36.5%	4,093	39.6%	515	5.0%	1,544	14.9%	410	4.0%	10,334
Lodi	35,668	62.5%	15,436	27.1%	404	0.7%	3,566	6.3%	1,963	3.4%	57,037
Manteca	31,577	64.2%	12,209	24.8%	1,256	2.6%	2,286	4.6%	1,873	3.8%	49,201
Ripon	7,739	76.4%	1,908	18.8%	20	0.2%	201	2.0%	266	2.6%	10,134
Stockton	78,575	32.4%	78,232	32.2%	25,567	10.5%	50,186	20.7%	10,154	4.2%	242,714
Tracy	30,909	54.4%	15,731	27.7%	2,970	5.2%	5,360	9.4%	1,869	3.3%	56,839
California	15,771,163	46.6%	10,969,132	32.4%	2,147,885	6.3%	3,995,461	11.8%	988,007	2.9%	33,871,648
U.S.	194,514,140	69.1%	35,238,481	12.5%	33,707,230	12.0%	12,949,314	4.6%	5,012,741	1.8%	281,421,906

Source: U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(1) Other designation includes: Native American, Asian, Hawaiian/Pacific Islander and other races

Table III-3. Race/ethnicity by geography for 2006-08

	American Community Survey, 2006-08										
	White alone	% of total	Hispanic or Latino:	% of total	Black or African American alone	% of total	Other (1)	% of total	Multiple ethnicities	% of total	Total:
San Joaquin County	262,831	39.4%	243,053	36.4%	47,035	7.0%	97,544	14.6%	17,093	2.6%	667,556
Escalon											
Lathrop											
Lodi	38,463	58.8%	21,104	32.3%	464	0.7%	4,134	6.3%	1,229	1.9%	65,394
Manteca	31,552	50.1%	23,841	37.8%	2,182	3.5%	4,035	6.4%	1,406	2.2%	63,016
Ripon											
Stockton	75,254	26.3%	105,706	37.0%	33,209	11.6%	64,511	22.6%	7,239	2.5%	285,919
Tracy	32,043	39.0%	29,543	36.0%	6,071	7.4%	11,596	14.1%	2,829	3.4%	82,082
California	15,497,272	42.6%	13,160,978	36.1%	2,178,099	6.0%	4,827,562	13.3%	754,588	2.1%	36,418,499
U.S.	198,420,355	65.9%	45,432,158	15.1%	36,397,922	12.1%	16,192,807	5.4%	4,794,461	1.6%	301,237,703

Source: U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(1) Other designation includes: Native American, Asian, Hawaiian/Pacific Islander and other races

Age

Age distribution data by geography, shown in Table III-4 and Table III-5 (below), highlight similarities between the population compositions for the County, State and nation. Between 2000 and 2006-08, all three of these geographies saw a slight decline in the percentage of residents under the age of 17 and an increase in the percentage of residents that are between 45-64 years of age – all other age categories remained roughly the same, as a percent of the total population, between 2000 and 2006-08.

Each of the cities within San Joaquin County (where data were available) reveals a higher percentage of residents under the age of 17 when compared to the State and national figures for 2006-08. Within the County, the City of Tracy had the largest decline of residents under the age of 17 between 2000 and 2006-08, dropping by nearly three (3) percentage points.

As of 2006-08, roughly 10% of the County's population was comprised of residents over the age of 65, below the State (11%) and national (13%) figures. Within the County, the City of Lodi has the highest overall percentage of residents over 65 (16%), while the cities of Manteca (8%), Stockton (10%) and Tracy (6%) all have percentages below the County, State and national figures.

Table III-4. Age distribution by geography, 2000

	U.S. Census, 2000										
	0-17 yrs	% of total	18-24 yrs	% of total	25-44 yrs	% of total	45-64 yrs	% of total	65+ yrs	% of total	Total
San Joaquin County	174,203	30.9%	55,823	9.9%	164,304	29.2%	109,786	19.5%	59,482	10.6%	563,598
Escalon	1,820	33.8%		0.0%	1,590	29.5%	1,207	22.4%	767	14.2%	5,384
Lathrop	3,584	34.7%	928	9.0%	3,327	32.2%	1,854	17.9%	641	6.2%	10,334
Lodi	16,136	28.3%	5,854	10.3%	15,858	27.8%	11,055	19.4%	8,134	14.3%	57,037
Manteca	15,427	31.4%	4,268	8.7%	15,234	31.0%	9,876	20.1%	4,396	8.9%	49,201
Ripon	3,213	31.7%	764	7.5%	3,069	30.3%	2,040	20.1%	1,048	10.3%	10,134
Stockton	78,145	32.2%	26,226	10.8%	67,467	27.8%	45,720	18.8%	25,156	10.4%	242,714
Tracy	19,544	34.4%	4,240	7.5%	20,073	35.3%	9,421	16.6%	3,561	6.3%	56,839
California	9,221,463	27.2%	3,351,285	9.9%	10,811,836	31.9%	6,900,270	20.4%	3,586,794	10.6%	33,871,648
U.S.	72,142,757	25.6%	27,067,510	9.6%	85,482,828	30.4%	61,749,839	21.9%	34,978,972	12.4%	281,421,906

Source: U.S. Census Bureau, 2000 Summary File 3 (SF 3)

Table III-5. Age distribution by geography, 2006-08

	American Community Survey, 2006-08										
	0-17 yrs	% of total	18-24 yrs	% of total	25-44 yrs	% of total	45-64 yrs	% of total	65+ yrs	% of total	Total
San Joaquin County	194,754	29.2%	69,399	10.4%	191,509	28.7%	145,176	21.7%	66,718	10.0%	667,556
Escalon											
Lathrop											
Lodi	16,948	25.9%	6,607	10.1%	16,846	25.8%	14,627	22.4%	10,366	15.9%	65,394
Manteca	19,397	30.8%	6,531	10.4%	18,089	28.7%	14,031	22.3%	4,968	7.9%	63,016
Ripon											
Stockton	85,709	30.0%	31,631	11.1%	83,185	29.1%	56,977	19.9%	28,417	9.9%	285,919
Tracy	25,959	31.6%	7,496	9.1%	27,547	33.6%	16,465	20.1%	4,615	5.6%	82,082
California	9,375,082	25.7%	3,805,689	10.4%	10,594,390	29.1%	8,630,967	23.7%	4,012,371	11.0%	36,418,499
U.S.	73,806,575	24.5%	29,636,552	9.8%	83,266,651	27.6%	76,547,789	25.4%	37,980,136	12.6%	301,237,703

Source: U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

Educational attainment

The following data (Table III-6 and Table III-7, below) highlight the distribution of educational attainment for residents over 25 years of age for 2000 and 2006-08. During this period, the County's percentage of high school graduates increased by over three (3) percentage points, while its percentage of residents without a high school diploma dropped by nearly five (5) percentage points – both figures are greater than the percentage changes revealed at the State and national levels. However, the percentage of residents within San Joaquin County without a high school diploma (24%) remains higher than the State (20%) and U.S. (16%) figures for 2006-08.

San Joaquin County's population percentage with a Bachelor's degree increased from roughly 10% in 2000 to nearly 12% in 2006-08 – this increase is comparable to State and national trends. However, the percentage of County residents with a Bachelor's degree is lower than the State (19%) and U.S. (17%) percentages.

The percentage of the population with a high school diploma increased between 2000 and 2006-08 for each of the cities within San Joaquin County, where data were available, with the exception of Manteca – this includes the cities of Lodi, Stockton and Tracy. As of the 2006-08 ACS data, San Joaquin County's population percentage without a high school diploma (24%) was higher than the State (20%) and U.S. (16%). Manteca is the only city within San Joaquin County to have a higher percentage of residents without a high school diploma (27%). For 2006-08, the cities of Lodi and Tracy each had higher percentages of residents with a Bachelor's degree, 13% and 15% respectively, compared to County. However, these figures are still below the percentages for the State and U.S.

As of 2006-08, the percentage of County and city residents with an advanced degree (graduate, professional, etc.) remains at or below 5%, which continues to be well below the State (11%) and national (10%) figures.

Table III-6. Educational attainment figures for persons over 25, 2000

	U.S. Census, 2000										
	Less than HS	% of total	HS	% of total	Some college/ Associates	% of total	Bachelor's	% of total	Advanced Degree	% of total	Total
San Joaquin County	95,953	28.8%	84,162	25.2%	104,989	31.5%	33,876	10.2%	14,592	4.4%	333,572
Escalon	747	21.0%	1,041	29.2%	1,324	37.1%	343	9.6%	109	3.1%	3,564
Lathrop	1,512	26.0%	1,839	31.6%	1,836	31.5%	498	8.6%	137	2.4%	5,822
Lodi	9,511	27.1%	8,910	25.4%	11,144	31.8%	3,797	10.8%	1,685	4.8%	35,047
Manteca	6,393	21.7%	9,506	32.2%	10,375	35.2%	2,303	7.8%	929	3.1%	29,506
Ripon	1,093	17.8%	1,708	27.7%	2,090	33.9%	959	15.6%	307	5.0%	6,157
Stockton	44,044	31.8%	30,851	22.3%	42,209	30.5%	14,470	10.5%	6,769	4.9%	138,343
Tracy	6,117	18.5%	8,376	25.3%	12,605	38.1%	4,526	13.7%	1,431	4.3%	33,055
California	4,942,743	23.2%	4,288,452	20.1%	6,397,739	30.0%	3,640,157	17.1%	2,029,809	9.5%	21,298,900
U.S.	35,715,625	19.6%	52,168,981	28.6%	49,864,428	27.4%	28,317,792	15.5%	16,144,813	8.9%	182,211,639

Source: U.S. Census Bureau, 2000 Summary File 3 (SF 3)

Table III-7. Educational attainment figures for persons over 25, 2006-08

	American Community Survey, 2006-08										
	Less than HS	% of total	HS	% of total	Some college/ Associates	% of total	Bachelor's	% of total	Advanced Degree	% of total	Total
San Joaquin County	95,029	23.6%	116,310	28.8%	126,392	31.3%	47,010	11.7%	18,662	4.6%	403,403
Escalon											
Lathrop											
Lodi	9,448	22.6%	12,139	29.0%	12,833	30.7%	5,329	12.7%	2,090	5.0%	41,839
Manteca	7,114	19.2%	11,772	31.7%	13,195	35.6%	3,775	10.2%	1,232	3.3%	37,088
Ripon											
Stockton	45,263	26.8%	44,480	26.4%	50,318	29.8%	20,144	11.9%	8,374	5.0%	168,579
Tracy	6,594	13.6%	15,456	31.8%	17,054	35.1%	7,229	14.9%	2,294	4.7%	48,627
California	4,588,200	19.7%	5,194,532	22.4%	6,618,546	28.5%	4,379,140	18.8%	2,457,310	10.6%	23,237,728
U.S.	30,604,174	15.5%	58,488,235	29.6%	54,480,225	27.5%	34,295,753	17.3%	19,926,189	10.1%	197,794,576

Source: U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

Personal and household income

Income data from the U.S. Census (1999), American Community Survey (2006-08) and Bureau of Economic Analysis (2007) are shown below in Table III-8, Table III-9 and Table III-10 for select geographies.³ Table III-8 (below) provides the raw income figures, which have not been adjusted for inflation (for comparative purposes \$1 in 1999 is equivalent to \$1.29 in 2008).⁴ Table III-9 and Table III-10 (below) highlight the income data as a percentage of State and U.S. income levels, respectively. Based on raw income, the County's median household and per capita income figures were below both State and U.S. levels for 1999; however, the County's median household income figure surpassed the U.S. in 2006-08. The City of Tracy continues to have the highest median household income, nearly \$80,000, as of 2006-08.

Table III-8. Income comparison by source and geography

	1999 Median HH Inc (1)	1999 Per Capita Income (1)	2006-08 Median HH Inc (2)	2006-08 Per Capita Income (2)	2007 BEA Per Capita Personal Inc (3)	2008 BEA Per Capita Personal Inc (3)
San Joaquin County	\$41,282	\$17,365	\$54,711	\$23,020	\$31,018	\$31,547
Escalon	\$49,797	\$19,016				
Lathrop	\$55,037	\$16,032				
Lodi	\$39,570	\$18,719	\$48,634	\$23,342		
Manteca	\$46,677	\$18,241	\$60,113	\$24,408		
Ripon	\$56,979	\$20,978				
Stockton	\$35,453	\$15,405	\$49,090	\$20,497		
Tracy	\$62,794	\$21,397	\$79,667	\$26,937		
California	\$47,493	\$22,711	\$61,154	\$29,405	\$43,402	\$43,852
U.S.	\$41,994	\$21,587	\$52,175	\$27,466	\$39,392	\$40,166

Note: Figures not adjusted for inflation

Note: According to the BLS Inflation Calculator, \$1.00 in 1999 is equivalent to \$1.29 in 2008.

(1) U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(2) U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(3) Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

As of 1999, only the cities of Escalon, Lathrop, Ripon and Tracy had median household income levels greater than the State; however, none of the evaluated geographies had a greater *per capita* income than the State in 1999 (shown in Table III-9, below).

According to the ACS 2006-08 data, only the City of Tracy had a median household

³ The Census Bureau's per capita income is, "defined as total pre-tax cash income earned by persons, excluding certain lump sum payments and excluding capital gains." BEA personal income is defined as, "the income received by persons from participation in production, from government and business transfer payments, and from government interest."

Source: U.S. Bureau of Labor Statistics, <http://www.bls.gov/bls/fesacp1061104.pdf>

⁴ Bureau of Labor Statistics, CPI Inflation Calculator - <http://146.142.4.24/cgi-bin/cpicalc.pl>

income greater than the State's income level. Of the cities within San Joaquin County, the City of Stockton had the lowest percentage (70%) of the State's per capita income.

Table III-9. Income data, as a percent of State figures

	1999 Median HH Inc (1)	1999 Per Capita Income (1)	2006-08 Median HH Inc (2)	2006-08 Per Capita Income (2)	2007 BEA Per Capita Personal Inc (3)	2008 BEA Per Capita Personal Inc (3)
San Joaquin County	86.9%	76.5%	89.5%	78.3%	71.5%	71.9%
Escalon	104.9%	83.7%				
Lathrop	115.9%	70.6%				
Lodi	83.3%	82.4%	79.5%	79.4%		
Manteca	98.3%	80.3%	98.3%	83.0%		
Ripon	120.0%	92.4%				
Stockton	74.6%	67.8%	80.3%	69.7%		
Tracy	132.2%	94.2%	130.3%	91.6%		
U.S.	88.4%	95.1%	85.3%	93.4%	90.8%	91.6%

Note: Figures not adjusted for inflation

(1) U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(2) U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(3) Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

California and the cities of Escalon, Lathrop, Manteca, Ripon and Tracy had a greater median household income figure compared to the national level (Table III-10, below). However, only California had a greater *per capita* income compared to the U.S. in 1999. According to the ACS 2006-08 data, California, the County, and cities of Manteca and Tracy had greater median household income levels compared to the U.S., and each of these areas had increased their percentage of the U.S. figure over their 1999 figures.

Table III-10. Income data, as a percent of U.S. figures

	1999 Median HH Inc (1)	1999 Per Capita Income (1)	2006-08 Median HH Inc (2)	2006-08 Per Capita Income (2)	2007 BEA Per Capita Personal Inc (3)	2008 BEA Per Capita Personal Inc (3)
San Joaquin County	98.3%	80.4%	104.9%	83.8%	78.7%	78.5%
Escalon	118.6%	88.1%				
Lathrop	131.1%	74.3%				
Lodi	94.2%	86.7%	93.2%	85.0%		
Manteca	111.2%	84.5%	115.2%	88.9%		
Ripon	135.7%	97.2%				
Stockton	84.4%	71.4%	94.1%	74.6%		
Tracy	149.5%	99.1%	152.7%	98.1%		
California	113.1%	105.2%	117.2%	107.1%	110.2%	109.2%

Note: Figures not adjusted for inflation

(1) U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(2) U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(3) Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

Overview of Economic Conditions

The following data were obtained from the California Employment Development Department, Bureau of Labor Statistics, Construction Industry Research Board, California Board of Equalization, and the California Department of Finance for the State, San Joaquin County, and cities (depending on data availability). The data focus on current and historical economic conditions related to unemployment, residential building permits and taxable retail sales.

Unemployment

Unemployment rates, shown in Table III-11 (below), include annual averages for 2007-2009 and the most recent data reflect the unemployment rates as of April 2010. As anticipated, due to the current economic recession, the unemployment rates have continuously risen from their 2007 values. As of April 2010, the unemployment rates for both San Joaquin (17.7%) and California (12.3%) continue to be higher than the national average (9.5%). Each of the cities has a lower unemployment rate when compared to the County as of 2010, with the exception of the City of Stockton (21.1%). The City of Tracy has maintained the lowest unemployment rate amongst the cities within San Joaquin County since 2007 and currently the City has an unemployment rate of 11.2%.

Table III-11. Unemployment Rate by geography, 2007-2010

	Unemployment Rate 2007	Unemployment Rate 2008	Unemployment Rate 2009	Unemployment Rate Apr 2010
San Joaquin County (1)	8.0%	10.3%	15.4%	17.7%
Escalon	7.4%	9.5%	14.2%	16.3%
Lathrop	6.4%	8.3%	12.5%	14.4%
Lodi	6.0%	7.8%	11.8%	13.5%
Manteca	6.9%	9.0%	13.5%	15.5%
Ripon	5.5%	7.1%	10.8%	12.5%
Stockton	9.9%	12.6%	18.6%	21.1%
Tracy	4.9%	6.3%	9.7%	11.2%
California (1)	5.3%	7.2%	11.4%	12.3%
US (2)	4.6%	5.8%	9.3%	9.5%

(1) State of California, Employment Development Department, Labor Market Information Division

(2) Bureau of Labor Statistics, National and Local Area Unemployment National Averages

The current economic climate has had an undeniable impact on new residential growth. Table III-12 (below) shows the allocation of residential building permits by type between 2000 and 2009. The data reveal a considerable reduction in new residential permits beginning in 2006. Residential permits continued to fall through 2008 before beginning to level off in 2009.

Table III-12. State of California residential building permits, 2000-2009

Year (descending)	Single family	Multi-family	Total
2009	773	-	773
2008	770	54	824
2007	2,138	341	2,479
2006	3,440	210	3,650
2005	5,972	300	6,272
2004	6,378	508	6,886
2003	6,727	225	6,952
2002	5,781	499	6,280
2001	4,063	336	4,399
2000	5,277	46	5,323

Source: Construction Industry Research Board, U.S. Department of Commerce, Bureau of the Census.

Table III-13 (below) highlights the total and per capita retail sales figures for 2000 and 2008. Figures are not adjusted for inflation – for comparative purposes \$1 in 1999 is equivalent to \$1.29 in 2008⁵ – and per capita sales have actually declined when this adjustment is taken into account. The (unadjusted) per capita sales for San Joaquin County increased at a rate slightly below the State (9.9% and 11.3% respectively).

⁵ Bureau of Labor Statistics, CPI Inflation Calculator - <http://146.142.4.24/cgi-bin/cpicalc.pl>

Overall sales for San Joaquin County increased at a higher rate than the State, but this would be fully attributable to the County's higher growth rate.

Table III-13. State and County total and per capita retail sales, 2000 and 2008

	2000 Retail Sales (1)	2000 Per capita retail sales (2)	2008 Retail Sales (1)	2008 Per capita retail sales (2)
San Joaquin County	\$4,387,019,000	\$7,784	\$5,834,395,855	\$8,557
California	\$287,067,697,000	\$8,475	\$357,318,426,507	\$9,435

Note: Figures are not adjusted for inflation

Note: According to the BLS Inflation Calculator, \$1.00 in 2000 is equivalent to \$1.25 in 2008.

(1) State of California, Board of Equalization, Taxable Sales for 2000 and 2008

(2) Based on 2009 population figures from CA State Dept of Finance

Employment Growth and Retraction by Major Industry Group

This section provides an overview of employment growth and retraction trends by major industry group. For benchmarking purposes, the overview compares trends for San Joaquin County to the following larger "reference areas": the eight-county San Joaquin Valley region, California and the United States. A more detailed analysis of industry growth trends is provided as part of the industry cluster study completed for the CEDS process (see Chapter IV).

Table III-14, on the following page, provides major industry employment totals in 1990, 2000 and 2009 for the U.S., the state of California, the San Joaquin Valley region⁶, and San Joaquin County. The employment data are from the Bureau of Labor Statistics (BLS) Current Employment Statistics (CES) survey. The major industry groupings correspond to 2-digit NAICS code industries, or closely related groups of 2-digit industries⁷. In terms of concentration of industry employment, San Joaquin County is heavily represented in the *Trade, Transportation, & Utilities* industry grouping, with a larger share of total nonfarm employment compared to all three reference areas. In 2009, approximately 24.4% of the County's nonfarm jobs were in this industry grouping, compared to 19.1% and 18.7% in the U.S. and California, respectively. In addition, there is a relatively strong concentration of jobs in this industry grouping in the San Joaquin Valley region, with the industry group accounting for approximately 20.3% of total nonfarm jobs. The San Joaquin Valley region and the County also have a relatively strong concentration of *Government* jobs – including Federal, State, and Local levels – with this sector accounting for 24.5% and 20.8% of total nonfarm jobs in the two

⁶ Which consists of the following eight-county region: San Joaquin, Tulare, Stanislaus, Madera, Kings, Fresno, and Kern.

⁷ See page 21 for a summary of the component industries in each of the major industry groupings.

regions, respectively. In contrast, this sector accounts for only 17.2% of total nonfarm jobs in the U.S. and 17.7% in California.

Along with the absolute totals of industry employment, Table III-15 on page 20 provides industry employment growth rates from 1990 to 2000 and from 2000 to 2009 for all four regions. In terms of total nonfarm employment, the County grew a faster rate between 2000 and 2009 compared to both the U.S. and the State. Whereas nonfarm employment increased at a 0.5% annual rate in the County, it contracted at annual rates of -0.1% and -0.3% in the U.S. and California, respectively. *Wholesale Trade and Transportation, Warehousing, and Utilities* exhibited the most divergent growth patterns in San Joaquin County compared to the U.S. and California. Whereas these industry groups grew at a 5.0% and a 1.9% annual rate, respectively, between 2000 and 2009, both industries lost jobs at the national and State levels during this time period. In addition, the *Other Services* industry grew at faster rate in the County, with jobs in this industry increasing at 1.9% annual rate between 2000 and 2009. For the U.S., this industry added jobs at a 0.4% annual rate during this time period, while employment in this industry declined at a 0.1% annual rate in California. For the entire San Joaquin Valley, the *Manufacturing* sector performed relatively well compared to the U.S. and the State. While the *Manufacturing* sector still lost jobs at a -0.7% annual rate between 2000 and 2009 in the San Joaquin Valley region, this was much better than the -4.1% and -4.0% annual percentage rate declines experienced in the U.S. and California, respectively, during this time period. In addition, *Manufacturing* job losses were not as dramatic in the County, either, during this time period. Between 2000 and 2009, the County lost *Manufacturing* jobs at a -2.9% annual rate.

**Table III-14:
Employment by Major Industry Group (000s): 1990-2009
U.S., State of California, San Joaquin Valley, and San Joaquin County**

Industry	NAICS	U.S.			CA			San Joaquin Valley			San Joaquin County		
		1990	2000	2009	1990	2000	2009	1990	2000	2009	1990	2000	2009
Total, All Industries		--	--	--	12,863	14,897	14,455	945.4	1,141.1	1,207.2	168.3	202.6	209.1
Total Farm		--	--	--	364	409	376	154.9	190.8	174.5	15.6	16.7	15.5
Total Nonfarm		109,487	131,785	130,920	12,500	14,488	14,079	793.7	950.5	1,033.0	152.7	185.8	193.6
Mining and Logging	1133; 21	765	599	700	36	27	26	--	--	--	0.1	0.2	0.1
Construction	23	5,263	6,787	6,037	645	733	620	--	--	--	9.5	11.6	8.4
Manufacturing	31-33	17,695	17,263	11,883	1,964	1,853	1,281	101.1	103.9	97.1	24.3	24.7	18.9
Trade, Transportation & Utilities		22,666	26,225	24,949	2,421	2,728	2,637	166.5	191.8	209.5	30.8	41.7	47.3
Wholesale Trade	42	5,268	5,933	5,625	551	646	644	33.5	34.4	40.4	6.8	6.4	9.9
Retail Trade	44-45	13,182	15,280	14,528	1,445	1,563	1,518	105.4	118.8	123.3	17.9	23.6	23.6
Transportation, Warehousing & Utilities	48-49; 22	4,216	5,012	4,796	426	518	474	27.6	38.7	45.9	6.1	11.7	13.8
Information	51	2,688	3,630	2,807	392	577	447	14.1	14.5	12.6	2.7	3.0	2.2
Financial Activities	52; 53	6,614	7,687	7,758	822	807	797	38.8	40.3	43.1	9.3	8.5	9.1
Professional & Business Services	54; 55; 56	10,848	16,666	16,580	1,504	2,222	2,052	59.0	93.8	93.7	9.2	16.8	15.9
Educational & Health Services	61; 62	10,984	15,109	19,191	1,119	1,401	1,740	76.6	103.3	137.7	16.5	22.0	28.1
Leisure & Hospitality	71; 72	9,288	11,862	13,102	1,105	1,336	1,499	61.9	79.4	93.3	11.7	14.4	16.5
Other Services	81	4,261	5,168	5,364	417	488	484	26.9	32.9	33.4	4.8	5.9	7.0
Government		18,415	20,790	22,549	2,075	2,318	2,497	185.5	226.0	253.6	33.8	37.0	40.2

Source: U.S. Bureau of Labor Statistics (BLS), Current Employment Statistics (CES); California Employment Development Department (EDD).
Note: "--" Data are not available or not disclosed; totals may not add due to rounding.

**Table III-15:
Annual Growth Rates of Employment by Major Industry Group: 1900-00 and 2000-09
U.S., State of California, San Joaquin Valley, and San Joaquin County**

Industry	NAICS	U.S.		CA		San Joaquin Valley		San Joaquin County	
		1990-00	2000-09	1990-00	2000-09	1990-00	2000-09	1990-00	2000-09
Total, All Industries		--	--	1.5%	-0.3%	1.9%	0.6%	1.9%	0.4%
Total Farm		--	--	1.2%	-0.9%	2.1%	-1.0%	0.7%	-0.8%
Total Nonfarm		1.9%	-0.1%	1.5%	-0.3%	1.8%	0.9%	2.0%	0.5%
Mining and Logging	1133; 21	-2.4%	1.7%	-3.1%	-0.3%	--	--	7.2%	-7.4%
Construction	23	2.6%	-1.3%	1.3%	-1.8%	--	--	2.0%	-3.5%
Manufacturing	31-33	-0.2%	-4.1%	-0.6%	-4.0%	0.3%	-0.7%	0.2%	-2.9%
Trade, Transportation & Utilities		1.5%	-0.6%	1.2%	-0.4%	1.4%	1.0%	3.1%	1.4%
Wholesale Trade	42	1.2%	-0.6%	1.6%	0.0%	0.3%	1.8%	-0.6%	5.0%
Retail Trade	44-45	1.5%	-0.6%	0.8%	-0.3%	1.2%	0.4%	2.8%	0.0%
Transportation, Warehousing & Utilities	48-49; 22	1.7%	-0.5%	2.0%	-1.0%	3.4%	1.9%	6.7%	1.9%
Information	51	3.0%	-2.8%	3.9%	-2.8%	0.3%	-1.5%	1.1%	-3.4%
Financial Activities	52; 53	1.5%	0.1%	-0.2%	-0.1%	0.4%	0.7%	-0.9%	0.8%
Professional & Business Services	54; 55; 56	4.4%	-0.1%	4.0%	-0.9%	4.7%	0.0%	6.2%	-0.6%
Educational & Health Services	61; 62	3.2%	2.7%	2.3%	2.4%	3.0%	3.2%	2.9%	2.8%
Leisure & Hospitality	71; 72	2.5%	1.1%	1.9%	1.3%	2.5%	1.8%	2.1%	1.5%
Other Services	81	1.9%	0.4%	1.6%	-0.1%	2.0%	0.2%	2.1%	1.9%
Government		1.2%	0.9%	1.1%	0.8%	2.0%	1.3%	0.9%	0.9%

Source: U.S. Bureau of Labor Statistics (BLS), Current Employment Statistics (CES); California Employment Development Department (EDD).

Note: "--" Data are not available or not disclosed.

INDUSTRY GROUPINGS

Goods-Producing

Natural resources and mining

NAICS 1133—Logging

Sector 21—Mining

Construction

Sector 23—Construction

Manufacturing

Sectors 31, 32, 33—Manufacturing

Service-Providing

Trade, transportation, and utilities

Sector 42—Wholesale trade

Sectors 44, 45—Retail trade

Sectors 48, 49—Transportation and warehousing

Sector 22—Utilities

Information

Sector 51—Information

Financial activities

Sector 52—Finance and insurance

Sector 53—Real estate and rental and leasing

Professional and business services

Sector 54—Professional, scientific, and technical services

Sector 55—Management of companies and enterprises

Sector 56—Administrative and waste services

Education and health services

Sector 61—Educational services

Sector 62—Health care and social assistance

Leisure and hospitality

Sector 71—Arts, entertainment, and recreation

Sector 72—Accommodations and food services

Other services

Sector 81—Other services

Government

Federal

State

Local

IV. Analysis of Economic Development Problems and Opportunities

Summary of the Context for Economic Development in San Joaquin County

While the process of economic development follows many general principles, local conditions greatly affect the overall strategic approach to how economic development is conducted. Every location has its unique complexities, as does San Joaquin County. The chart on the following page summarizes a range of issues identified for discussion purposes at the outset of this CEDS update process. As described later in this chapter, the initial list of issues was largely drawn from the documentation of a major strategic planning process completed by the San Joaquin Partnership since the last CEDS was produced.

The chart groups issues under the following three headings:

- Historic context: Baseline conditions arising from the County's past;
- Changing influence of location: Pressures exerted on the County due largely to the expansion of adjacent, larger urban areas; and
- Results: The problems and opportunities created from the combination of history and emerging locational challenges.

Within each heading, issues are grouped under either Foundation issues – primarily infrastructure and institutional conditions – or Cluster issues – those that would tend to relate more directly to retention, expansion, or recruitment of specific industries or clusters of industries.

HISTORIC CONTEXT

Foundation Issues
Fragmented views on what is happening, what should happen, etc. (by city, etc.); historically, little pressure for consensus
Tri-Valley competition (workforce, other attributes)
K-12 schools have had image of low quality
Good higher education institutions in County or nearby, but few jobs for grads
Amenity-rich county
Aging built environment
Appearance needs improving
Crime levels historically high
Limited multi-family housing
Space available in downtowns
Workforce:
<ul style="list-style-type: none"> • Low education levels, improving primarily due to in-migrants • Limited skills and re-training potential
Good Port, Airport, and intermodal facilities
Limited, but some, incentives
Regional economic development model is successful, but focus has been somewhat fragmented
Cluster issues
Historic agriculture base has resource availability/sustainability constraints (e.g. water)
Tri-Valley competition (business recruiting)
Logistics is “easy” to recruit, but jobs are few and skills low

RESULTS

Foundation Issues
Need to Establish new (or re-establish old) economic and social identity
Infrastructure and trained workforce must be (mostly) newly created
Infrastructure to serve industrial/commercial space
Water supplies
Widest range of infrastructure needed to support the broadest economic diversity
Redevelopment opportunities exist, and efforts have increased
New, enhanced institutions needed:
<ul style="list-style-type: none"> • Venture capital • Incentive programs, zones, etc. • Unified, branded economic development • Enhanced minority programs
Strategic demands:
<ul style="list-style-type: none"> • Leverage all assets, proactively • Port underutilized • Airport strategic plan • Community revitalization • Businesses connect with available workforce training
Cluster issues
Balance target-industry focus among employing new residents, economic progress, quality of life enhancements, and inter-cluster & foundation synergy
Agriculture, non-agriculture debate

CHANGING INFLUENCE OF LOCATION

Foundation Issues
Fate of Bay Area/Sacramento drives local options
Prime competitive advantage for business and housing: low costs
Lack of mix of housing types, prices; hence overall population balance
Lack of development balance suppresses property tax roles
High demand has downside:
<ul style="list-style-type: none"> • Prices driven up • Some locals priced out
Worker out-commuting:
<ul style="list-style-type: none"> • Disposable income eroded by travel costs • Retail and other support services available at place of work • Induced demand on SJ transportation improvements • Degradation of local air quality • Fragmented loyalties
Cluster issues
Employers could be attracted by low costs, but infrastructure lacking
Nationally, CA is still a high-cost state
Many “local” cost increases driven by state/federal policies
Fees to maintain fiscal balance, with growth, raise costs
Original economic base and institutional foundations supplanted by new households, businesses

Countywide Economic Development Strategy (2006)

In 2005 and 2006 (i.e., approximately three years after the previous CEDS was completed), the San Joaquin Partnership (SJP) – a countywide a non-profit, private-public economic development corporation – spearheaded a major strategic planning effort to define a comprehensive economic development approach for San Joaquin County. Angelou Economics – a nationally prominent economic development consultancy – prepared three technical documents in support of that process:

- Community Assessment: San Joaquin County (July 2005);
- Target Industry Profiles (August 2005); and
- Strategic Recommendations (January 2006).

The process also involved a substantial community outreach effort, including individual interviews with approximately 50 stakeholders; 10 focus group meetings; and an online survey of residents and businesses.

The 2005-2006 strategic planning process and subsequent refinements reflected in SJP's annual work plan provide the strategic framework for countywide economic development programming. Key findings from the Angelou reports are summarized below. ***It should be emphasized that the summary of issues reflects conditions at the time the reports were prepared in 2005 and 2006. While most of the issues are still valid, conditions for some issues (as noted) have changed dramatically in the intervening years. The subsequent section of this chapter provides an "update" on key issues based on current conditions; however the update is not necessarily exhaustive.***

Community Assessment (Angelou)

Highlights:

- San Joaquin County is strategically located in Northern California's dynamic growth corridor. The County has become a part of the San Francisco Bay Area by virtue of its location and re-location of workers and companies in the Bay Area. The San Joaquin County and Bay Area economies are now inextricably linked.
- The County's location as a place for doing business is perhaps its greatest asset – this works to the benefit of employers and employees alike.
- The area offers a comfortable lifestyle with an abundance of recreational facilities and diverse cultural resources. Housing is affordable relative to much of the rest of California.

- Considered the “anchor” in the North Valley portion of the San Joaquin Valley, Stockton has evolved in the last quarter century from its historical base of farmers and farm worker families. Agriculture and related industries remain the backbone of the area’s economy – but they are changing in character. Between 1970 and 2000, *direct* agricultural employment in the Valley dropped from 15% of the total to only 8.4%. However, agricultural *services* employment in the Valley actually quadrupled during this timeframe. To a large degree, the growth in agricultural services employment is directly attributable to the “high value” crops (wine, walnuts and almonds) in the Valley generally and in San Joaquin County in particular.
- California’s economy is “overextended” in ways that place a strain on both residents and businesses. The State is suffering from systemic fiscal challenges and soaring debt. The overall economy is hampered by high energy costs, an outflow of jobs to more “business friendly” locations, and some of the highest unemployment insurance and workers compensation costs in the country.
- A major point of concern for the area is education. California lags the nation in standardized test (e.g. SAT) scores, and San Joaquin County underperforms neighboring counties and the state as a whole. The severe fiscal challenges throughout the state make it increasingly difficult to sustain let alone improve the performance of the public education system.
- Environmental concerns, specifically air quality, also hamper business opportunities in San Joaquin County. A continued decline in air quality will continue to result in decreased funding support from the State as well as increased costs (for mitigation fees) to developers.
- San Joaquin County is considered one of the West Coast’s busiest distribution centers, and has experienced substantial investment in warehousing, distribution and logistics facilities. However, the job creation related to this investment has been relatively minimal.
- Among the County’s most important assets are the Stockton Airport and the Port of Stockton. Airports in Lodi and Tracy complement the area’s air transportation capacities. Lodi’s airport is in an ideal location to serve as a gateway to the wine country. The Tracy airport is an alternative to major airports in the Bay Area for small passenger planes.

Business Climate issues:

- The County’s cost of real estate is increasing (this is based on a 2005 study – real estate market conditions have since changed dramatically).

- Key “Climate” Triggers: Labor costs are low, state/local tax rates are average, and corporate tax rates are high.
- The County’s development (permitting) process is difficult and costly.
- Limited private capital is available for business growth.
- Few incentives are available for businesses looking to relocate to the County.
- Development efforts with minority/ethnic communities are lacking.

Site and Infrastructure issues

- Intermodal service in San Joaquin is excellent – this is an asset that can be further leveraged.
- The Port of San Joaquin is underutilized; this opens up more opportunities for competitors.
- The Stockton Airport has a loosely defined future plan; this could translate into lost revenues.
- The region is faced with future water shortages.
- Commercial and industrial vacancy rates are high in large portions of the County.
- An abundance (and growing amount) of industrial and commercial space is available in the Tri-Valley area.
- The County-wide debate between agriculture and non-agriculture segments creates uncertainty.

Workforce and Education issues:

- The educational attainment of San Joaquin’s workforce is improving.
- The County public schools are not performing well and do not offer a “ready” workforce pool for potential employers.
- A large supply of college graduates exists in the Tri-Valley/Bay Area region from which potential employers can draw.
- While technical degrees are currently offered, class enrollment is low.

- The multiple workforce programs offered should be further leveraged by San Joaquin businesses.
- Several programs at higher learning institutes can be leveraged.
- San Joaquin County has low wage levels.
- Commute patterns show a net loss of 21,000 workers per day, which reduces the County's labor pool.
- The County's young professional demographic is not growing.
- Existing language barriers make training and re-training difficult and skew the available labor pool.

Quality of Life issues:

- San Joaquin County housing prices have increased dramatically during the past five years reducing its "affordability" factor. ***(This issue has been largely reversed during the current market downturn.)***
- The extreme commuting lifestyle found in San Joaquin County puts a strain on the economic and social fabric of each community.
- The County suffers from a lack of "curb appeal."
- The crime rate in Stockton (while improving) puts a "drag" on the County for development.
- Downtown areas are improving but still lack variety and entertainment offerings.
- The County offers great outdoor amenities.
- There is a lack of multi-family housing in San Joaquin County.

Economic Development & Marketing issues:

- Economic development efforts have been successful in attracting new projects, but they are not in-line with desired future outcomes.
- Redevelopment efforts throughout the County are increasing, which provides an additional "tool" to SJP.
- The SJP is a strong catalyst for County-level economic development efforts (regionalism).

- The efforts to date have been too broad – not as focused as desired on relevant target industry development.
- The County lacks a unified position; this makes “selling” more difficult.

Target Industry Profiles (Angelou)

The 2005 Angelou Economics report recommended six major industry targets to SJP, taking into account the following factors: existing concentration of the industry in the region; each industry’s workforce requirements relative to the education and skill levels of County residents; national and global market and industry trends; forecasts for growing and declining industries; developing technologies; and regional and national consumer demand. The target industries recommended by Angelou are as follows:

1. Logistics/Distribution (with a focus on Automotive OEM & Aftermarket)
2. Medical Equipment & Supplies
3. Air Transportation Supplies/Maintenance/Service
4. Food Processing
5. Ag Biotech
6. Energy Resources & Technology

SJP has primary responsibility for industry attraction activities in the county. Based on changes in market trends and other factors, SJP list of target industries has been refined somewhat from the original recommendations. The current list is as follows:

- Medical Equipment & Supplies
- Air Transportation (aerospace manufacturing)
- Food Processing
- Ag Biotech
- Renewable Resources & Technology
- Manufacturing
- Backroom Office & Information Technology

The most notable differences between the original and current lists are as follows:

- With the recent closure of the NUMMI plant in Fremont, California – which served as the “engine” of San Joaquin County’s Automotive OEM & Aftermarket cluster – the focus on automotive-related manufacturing is being re-evaluated (this issue is addressed in greater detail in the industry cluster study provided as part of this CEDS).

- Although the county's location and other attributes have made it naturally attractive for warehousing/distribution/logistics facilities, SJP does not currently devote marketing resources to this cluster. This policy reflects the fact that these facilities tend not to be employment-intensive and are likely to continue to be attracted to the region without specific targeting efforts.
- The original "Energy Resources" target has been refined to focus explicitly on renewable energy and related technologies.
- Backroom Office and Information Technology have been added as specific targets.

A new industry cluster analysis has been completed as part of the CEDS update process. The cluster study will be utilized as the basis of further refining the list of target industries as part of the CEDS implementation.

Strategic Recommendations (Angelou)

Economic Development Focus:

GOAL: Economic Development is broad-based, addressing the needs of the residents of the County through business development and life enhancement efforts, all resulting in long-term economic prosperity.

- Agree on the County's economic development vision.
- SJP should form specific industry teams (e.g., Agbiotech, Aviation) of 5-10 members and utilize their expertise in overall promotion and (later) recruitment/retention/expansion efforts.
- Develop a Marketing Strategy and Campaign for business retention, particularly with those in target industries.
- Develop a Marketing Campaign appropriate to the new Vision, a broad ED approach, and (most importantly) target industries.
- Create a legislative committee focused on issues/agenda/strategy.
- Focus on the Key Development Areas for the County.

Economic Development Marketing:

GOAL: To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.

- Build a large team of county promoters.
- Create a message that clearly delivers the goal for business development throughout the County to target industries.
- Market to target industry business executives to relocate in the County.
- Launch a campaign to retain and attract more young professionals.

Business Climate:

GOAL: San Joaquin County works together and across city boundaries to nurture and help grow local businesses and attract companies within its target industry strategy that provide higher-quality jobs and long-term prosperity.

- Streamline development/permitting process.
- Support Measure K: ½ cent sales tax; transportation infrastructure.
- Create a downtown incentive package for each city.
- Create more International Trade through new initiatives.
- Create business support services.
- Establish SCORE offices.
- Form an angel network.

Sites & Infrastructure:

GOAL: Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.

- Commit to overall development of the Airport Master Plan, including development of a corporate campus.
- Support and help execute the Port's Master Plan, including Rough & Ready Island for industry cluster development.
- Develop a plan for the 800 acre site near Stockton.
- Continue to support the development and growth of San Joaquin County business parks and work with the individual communities for a diversity of Business Center development.

- Downtown redevelopment.

Entrepreneurship:

GOAL: To improve the entrepreneurial environment in San Joaquin County through new programming.

- Form an entrepreneur team.
- Create incubators in the County.
- Form a scholarship fund and start a business plan competition at Delta College and University of the Pacific.
- Create a youth entrepreneurship program teaching young people about this career option and what it takes to be a successful company owner.
- Expand funding availability in the county relative to angel investors and venture capital.

Tourism:

GOAL: San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events and authentic venues.

- Focus on expanding tourism resources and linking divergent segments of activities promoting tourism.
- Expand and encourage the development of wine tourism.
- Create incentives for the development of more entertainment venues.

Education & Workforce Development:

GOAL: Improve the education product and level of student participation/achievement through the development of new learning programs throughout the County.

- Support Delta College's multiple campus strategy with new campuses in Lodi, Tracy/Mountain House and Manteca – financing and programming.
- Make sure that Delta College, University of the Pacific, and workforce development programs are responsive to the needs of target industry companies.

- Improve the readiness and ability of public school students throughout the County to succeed in the workforce.
- Make the County's high schools leading edge.
- Develop specific programming and open communication with the region's technical schools.
- Create internships.
- Promote the funding of an aviation / automotive trade school.

Quality of Life:

GOAL: San Joaquin County cultivates a robust "quality of life," with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.

- Create a County-wide "beautification" plan.
- Create incentives for the development of more multi-family and condominium/townhouse projects (densification).
- Maintain high quality in future developments, building more open space for recreational activities for the young and active segment of the population.
- Create programs for the youth throughout the County.
- Create a county-wide Sports Commission.

Important New Conditions/Trends since 2006

- Expanded Enterprise Zone.
- There is currently 9 million square feet of industrial capacity (i.e., vacant land, fully approved for development).
- Industrial/commercial vacancy rates are now very high at approximately 20%.
- Closure of NUMMI plant in Fremont (outside of County) has resulted in 2,800 direct and indirect job losses for SJC residents.

- The industry sectors that have been most severely impacted by the current recession are Automobile Suppliers (i.e., direct and indirect NUMMI vendors) and Building Materials.
- Two major firms in the County – Community Fuels and Pacific Ethanol – provide the basis for a substantial alternative energy infrastructure.
- SJP has repositioned its Alternative Energy target as a broader “Green Technology” cluster.
- The wine cluster in SJC is unique among Valley counties; agri-tourism is now a very viable possibility.
- The County has an extremely high residential foreclosure rate.
- Retail sales (and resulting fiscal revenues for cities) have declined dramatically due to the recession; as a consequence many cities have lost their economic development staff. Budget issues are dominating the attention of most agencies.
- Brain drain is a substantial and continuing problem. The Downtown Stockton Alliance is working to address it through a “Next Gen” type organization.
- CSU Stanislaus has become “less of a campus” rather than expanding in stature.
- Compounding longstanding concerns about the quality of public education in the County, budget shortfalls have caused school districts to layoff many teachers.
- Although 2005-2006 studies indicated enrollment for technical degrees was low, San Joaquin Delta College reports that classes are currently filled.
- The meth amphetamine problem in the County has reached “epidemic” proportions, along with related gang issues.
- The “high commuter culture” is an ongoing issue in SJC, although there are limited hard data to track trends since the original (2000) COG study on this issue. Census data related to this issue, for 2000 and from the ACS 2006-2008 data set, are shown below. According to the data, net out-commuters were 17,400 in 2000 – fewer than the 2005-2006 studies indicated.

Place of Work	2000 data		2006-2008 ACS data	
	Workers 16 years+	As % of resident workforce	Workers 16 years+	As % of resident workforce
Total:	213,629		269,040	
Worked in state of residence:	213,125			
Worked in county of residence	163,455		201,038	
Worked outside county of residence	49,670	23.3%	66,431	24.7%
Worked outside state of residence	504			
In-commuters, 2000	32,254		(no data)	
Net out-commuters	17,416	8.2%		
Sources: U.S. Census Bureau, Census 2000; ACS 2006-2008 3-year estimates; Residence County to Workplace County Flows for California, 2000.				

- Energy costs in SJC are higher compared to the rest of the United States.
- SJC suffers from a chronic shortage of water resources.
- In response to the Angelou recommendations, there has been expanded coordination of economic and workforce development activities and improved collaboration of the wide range of “partners” involved in these programs.
- An “angel” network, the San Joaquin Angels, has been formed and is actively investing in and seeking additional investment opportunities.
- SCORE offices now exist in the County, providing business assistance on a part-time basis, and the San Joaquin Delta College Small Business Development Center (SBDC) has a full-time program in business support.
- To improve business community’s utilization of higher level learning institutions, an education/workforce committee has been established. The Greater Stockton Chamber of Commerce has also formed a business education alliance.
- A number of youth entrepreneurship programs have been put in place, and training sessions have occurred over the last few years. Work is continuing in this area and is being supported by the San Joaquin Partnership and the San Joaquin Delta College SBDC. Support has also been provided by the San Joaquin Angels.

Key Economic Development Investments (Planned) in the Region

Major Highway Construction Projects:

- Highway 12 Improvements (I-5 to Terminus) – \$21 million construction cost.
- Highway Bouldin Island Rehabilitation – \$50 million construction cost.
- Western Extension Highway 4 (Crosstown Freeway) – \$120 million construction cost.
- Route 99 South Stockton (Crosstown Freeway to Arch Road) – \$120 million construction cost.
- Route 99 Manteca (Arch Road to Route 120) – \$190 million construction cost.
- I-5 North Stockton Widening – \$130 million construction cost.
- I-205 Auxiliary Lanes – \$13 million construction cost.
- I-5 French Camp Interchange – \$32 million construction cost.

Other Major Public Investments:

- Port of Stockton Improvements and Marine Highway

The Port of Stockton is being improved as part of a \$69 million project, which includes a \$30 million Grant from the Transportation Investment Generating Economic Recovery (TIGER) program, involving also the Ports of Oakland and West Sacramento. The project is a collaborative effort of the three regional ports to develop and use a “marine highway” system as an alternative to existing truck and rail infrastructure. The intent is to provide freight service via barge, primarily for consumer goods moving by ocean vessel and agricultural products grown in Central California.⁸ At the Port of Stockton, \$18.6 million in federal funds will enable the Port to add two giant harbor cranes, a 30-acre secured storage area and a railroad spur.⁹

⁸ U.S. Department of Transportation, “Transportation Investment Generating Economic Recovery (TIGER) Grants,” February 17, 2010.

⁹ Craig W. Anderson, “Grant brightens outlook for Port of Stockton,” *Central Valley Business Journal*. Monday, 08 March 2010.

- San Joaquin County Superior Courts facility (\$259.9 million construction cost) – will directly create 100 new jobs (FTE) upon completion, in addition to 500 construction jobs.
- Veterans Facility (120-beds, \$250 million construction cost) - will directly create 400 new jobs (FTE) upon completion, in addition to 500 construction jobs.
- California Department of Corrections Hospital (1,734 beds, \$895 million construction cost, annual operating budget of \$300 million) – will directly create 2,431 new jobs (FTE) upon completion, in addition to 1,700 construction jobs.
- Renovation of California Department of Corrections Mental Facility (1,200 beds, \$200 million construction cost) – will directly create 2,431 new jobs (FTE) upon completion, in addition to 1,700 construction jobs.
- California Department of Corrections Re-entry Facility and Medical Facility (500 beds, \$101.5 million construction cost, annual operating budget of \$41 million) – will directly create 380 new jobs (FTE) upon completion, in addition to 250 construction jobs.

Key Private Investments:

- Airpark 599
- Expansion of two Intermodal facilities -- Burlington Northern Santa Fe Railroad & Union Pacific Railroad

Other Relevant Strategic Planning Documents

San Joaquin COG. San Joaquin County Regional Blueprint Vision, January 28, 2010

The San Joaquin Council of Governments (COG) recently completed a “regional blueprint” document that has both direct and indirect relevance to economic development activities throughout the county. Highlights of the document are summarized below, with those most directly relevant to the CEDS indicated in **bold**.

The following quote summarizes the essence of the Blueprint process:

“Concerned SJC citizens have over-whelming expressed that they do not want SJC to experience the growth-related challenges of regions such as the Los Angeles basin or the Bay Area. However, they recognize that the land-use authorities need to accommodate new growth.

“The consensus is that a balanced approach is needed to accommodate new growth in a manner that, for example, values our agricultural resources, is environmentally conscious, and maintains the uniqueness of cities and rural communities. As an anchor, all of this needs to be supported with continued economic prosperity and a healthy and responsive transportation system.”

The primary purpose of San Joaquin County (SJC) Regional Blueprint is to establish a coordinated long-range (year 2050) regional vision between transportation, land use, and the environment from an overall quality of life perspective. This document both summarizes the San Joaquin County process and sets the stage for future action.

Guiding Principles (those most directly relevant to the CEDS are in **bold** type)

1. Sustainable Planning & Growth
2. Housing Choice
3. Transportation & Mobility Options
- 4. Farming & Agriculture**

Goal 1: To sustain agriculture in San Joaquin County as an economically viable & thriving industry, while also recognizing its unique contribution to the overall quality of life in the county.

5. Preservation of the Environment

6. Economic Development

Goal 1: Strategically position San Joaquin County to compete with other regions throughout the State, the nation, and the global economy.

The SJP’s Strategic Plan promotes key elements that are captured in the Blueprint’s Guiding Principles such as: 1) more choices and job creation beyond the current market trends; 2) increased opportunities to have more people both living and working in SJC; and, 3) support for the growth potential of target industries by providing a more prepared and educated workforce to meet the employment demands.

Goal 2: Identify and pursue opportunities to increase goods movement as an essential part of economic development.

Examples of projects currently underway in San Joaquin County include:

- Various projects at the Port of Stockton:

- Short Sea Shipping
- Foreign Trade Zone Improvements
- Improved Waterborne Cargo Capabilities
- San Francisco Bay to Stockton Ship Channel Deepening
- Extension of SR 4 into the Port, and
- Navy Drive Bridge & Road Improvements

Regionally Significant Economic Development Potential

- **Port of Stockton**
- **Deep Water Channel Dredging**
- **Maritime Highway Project**
- **State Route 4 Extension**
- **Stockton Metropolitan Airport**

In March 2008, a Stockton Airport Redevelopment project began entitled **Airpark 599**. It involves a 550-acre parcel of land adjacent to and on the Stockton Airport's property. Airpark 599 will be completed in several phases over the next 15 to 20 years.

In summary, Airpark 599 will include:

- 550 acres with an expected total building area of over 5 million square feet.
- 1.6 million square feet of office space, including corporate headquarters space.
- 1.3 million square feet of air cargo/airport-related space.
- 1.2 million square feet of manufacturing and warehouse space.
- 1 million square feet of light industrial/flex space
- Potential for a new private jet center
- New retail and restaurant space
- A half-million square feet of open space and parks.

7. Education & Workforce Development

8. Cultural Richness & Unique Attractions

2011 San Joaquin Council of Governments' Regional Transportation Plan

This document included the goal, "Support Economic Vitality," and two objectives: 1) Improve Roadway Access to Key Strategic Economic Centers, and 2) Promote Safe & Efficient Strategies to Improve the Movement of Goods. Steps to implement these objectives generally addressed increasing access to economic centers by all transportation modes, decreasing the impact of goods movement on residential areas, and increasing rail grade separation facilities.

Updated Analysis of Economic Clusters / Target Industries

As noted previously, the 2005 Angelou Economics report recommended six major industry targets to SJP:

1. Logistics/Distribution (with a focus on Automotive OEM & Aftermarket)
2. Medical Equipment & Supplies
3. Air Transportation Supplies/Maintenance/Service
4. Food Processing
5. Ag Biotech
6. Energy Resources & Technology

Based on changes in market trends and other factors, SJP's list of target industries has been refined somewhat from the original recommendations. The current list is as follows:

- Medical Equipment & Supplies
- Air Transportation (aerospace manufacturing)
- Food Processing
- Ag Biotech
- Renewable Resources & Technology
- Manufacturing
- Backroom Office & Information Technology

As part of this CEDS update, The Natelson Dale Group, Inc. (TNDG) completed an abbreviated industry cluster analysis based on a national model that defines the overall U.S. economy in terms of 46 general clusters and 15 technology-intensive clusters. Utilizing the concept of "location quotients" (LQ's) – a standard analytical tool for industry targeting, TNDG identified clusters which have a strong propensity to locate in San Joaquin County. The LQ analysis is summarized on Table IV-1 (general clusters) and Table IV-2 (technology clusters). The LQ's are based on 2008 employment data and therefore reflect pre-recessionary conditions. The more detailed analysis provided in TNDG's cluster study (under separate cover) also evaluates trends subsequent to 2008.

The following "general" clusters represent core strengths for the County (again, based on pre-recessionary conditions):

- Appliance manufacturing
- Breweries & distilleries (including wineries)
- Chemical-based products
- Concrete, brick building products
- Dairy products
- Farming
- Feed products

- Glass products
- Grain milling
- Metalworking and fabricated metal products
- Motor vehicles
- Packaged food products
- Paper
- Plastics products
- Steel milling
- Wood building products
- Wood processing

The following “technology” clusters also represent potential core strengths for the County:

- Engine equipment
- Fertilizer and chemical products
- Motor vehicles

A number of the indicated core strengths (in both the general and technology clusters) relate to two broad areas of the San Joaquin County for which economic conditions have changed dramatically since 2008: (1) construction-related clusters, which have experienced sharp declines in employment nationally, and (2) activities that previously supported the NUMMI (Toyota/General Motors) plant in Fremont, California (which closed in early 2010, causing a ripple effect of approximately 2,800 lost jobs in San Joaquin County).

Given long-term expectations for continued growth in the overall San Joaquin Valley, TNDG believes that the County is still fundamentally well positioned to expand in construction-related industries (e.g., building materials) once the national and state economies recover. Thus, TNDG expects that the construction-related clusters highlighted above will eventually have strong growth potentials in the County.

For the NUMMI-related clusters (e.g., Motor Vehicles, Engine Equipment, Appliances), the situation is more problematic in that the closure of the NUMMI plant is a permanent impact and not merely a short-term effect of the recession. Although Tesla Motors Inc. plans to utilize the vacated NUMMI facility in Fremont for the production of electric cars, onsite employment for Tesla (approximately 1,000 jobs) will fall far short of the 5,000 jobs onsite when the Toyota/General Motors facility was fully operational. Moreover, the extent to which support firms in San Joaquin County will benefit from the Tesla operation is unclear. As such, the San Joaquin partnership is appropriately focusing on opportunities to reposition the underutilized capacity (i.e., manufacturing plants and workers) caused by the NUMMI closure. The detailed industry/cluster groupings defined in TNDG’s cluster study (and provided under separate cover) are intended to support this process.

**Table IV-1
Location Quotients (LQ's) in 2008 for 46 General Clusters**

Cluster	San Joaquin County Relative to:		San Joaquin Valley	Wages / Worker		
	SJ Valley	CA	CA	SJ County	SJ Valley	CA
Aerospace	1.08	0.17	0.16	\$47,332	\$80,055	\$93,439
Aluminum & aluminum products	1.55	1.06	0.68	\$44,117	\$51,085	\$51,195
Appliances	1.49	1.67	1.13	\$41,728	\$41,535	\$46,036
Arts and media	1.23	0.72	0.59	\$42,324	\$42,004	\$66,199
Basic health services	1.11	0.81	0.74	\$42,819	\$43,772	\$58,662
Breweries & distilleries	0.92	2.77	3.01	\$41,692	\$43,873	\$47,759
Business services	1.15	0.69	0.60	\$40,584	\$40,169	\$64,937
Chemical-based products	1.63	2.18	1.34	\$52,665	\$53,542	\$59,045
Computer & electronic equipment	0.51	0.08	0.15	\$42,349	\$53,185	\$104,437
Concrete, brick building products	1.67	2.37	1.42	\$42,894	\$43,413	\$44,427
Construction	1.03	1.05	1.02	\$48,657	\$46,121	\$54,366
Construction machinery & distribution equipment	0.60	0.84	1.39	\$48,969	\$51,973	\$60,687
Copper & copper products	1.39	0.64	0.46	\$47,070	\$42,029	\$45,415
Dairy products	0.35	2.31	6.69	\$35,338	\$37,062	\$41,243
Farming	0.56	2.75	4.92	\$27,954	\$26,172	\$26,718
Feed products	0.44	3.06	6.98	\$25,650	\$21,764	\$23,982
Financial services & insurance	1.15	0.73	0.63	\$40,567	\$41,889	\$69,949
Glass products	2.02	2.67	1.32	\$49,647	\$53,657	\$44,015
Grain milling	0.97	4.19	4.30	\$48,293	\$35,811	\$40,063
Hotels & transportation services	1.16	0.82	0.71	\$38,287	\$36,060	\$51,426
Information services	1.14	0.65	0.57	\$48,776	\$45,876	\$75,761
Leather products	0.49	0.08	0.17	\$36,452	\$34,037	\$37,924
Machine tools	1.54	0.77	0.50	\$51,429	\$47,284	\$53,218

Screening criteria (for clusters highlighted in **bold**): County/State > 1.5 -- OR -- Valley/State >3.0 (with County/Valley at least 1.0).

Continued on next page

Table 1 (continued)
Location Quotients (LQ's) in 2008 for 46 General Clusters

Cluster	San Joaquin County Relative to:		San Joaquin Valley Relative to:	Wages / Worker		
	SJ Valley	CA	CA	SJ County	SJ Valley	CA
Management, higher education & hospitals	1.28	0.95	0.74	\$45,155	\$42,485	\$59,309
Metalworking & fabricated metal products	1.86	2.81	1.51	\$50,021	\$50,849	\$48,979
Mining	0.13	0.77	5.71	\$62,317	\$73,081	\$69,767
Motor vehicles	1.69	1.77	1.05	\$41,960	\$40,134	\$59,131
Nondurable industry machinery	1.24	1.36	1.10	\$43,368	\$45,683	\$63,599
Nonresidential building products	1.11	0.78	0.70	\$47,330	\$52,635	\$73,036
Optical Equipment & Instruments	1.33	0.41	0.31	\$44,512	\$42,653	\$74,265
Packaged food products	0.77	2.73	3.53	\$44,503	\$36,086	\$37,989
Paper	1.57	2.43	1.54	\$50,734	\$48,950	\$50,506
Petroleum & gas	0.67	1.00	1.49	\$71,707	\$77,601	\$92,848
Pharmaceuticals	0.75	0.13	0.18	\$44,938	\$57,930	\$91,224
Plastics & rubber manufacturing	1.29	1.14	0.88	\$46,048	\$63,434	\$85,123
Plastics products	2.35	2.27	0.97	\$41,033	\$39,077	\$44,019
Precision instruments	0.68	0.20	0.30	\$35,335	\$53,070	\$89,123
Printing & publishing	0.93	0.44	0.47	\$37,658	\$39,593	\$68,928
Rubber products	1.99	0.72	0.36	\$33,874	\$48,434	\$51,794
Steel milling	1.34	2.29	1.71	\$56,314	\$47,928	\$59,389
Textiles & apparel	1.62	0.25	0.16	\$36,007	\$30,130	\$33,107
Tobacco products	--	0.00	0.00	--	--	\$100,905
Wood building products	1.90	2.53	1.33	\$42,107	\$41,267	\$45,359
Wood processing	2.10	2.36	1.12	\$37,907	\$33,911	\$38,673
Wood products & furniture	2.22	1.40	0.63	\$40,137	\$35,410	\$38,716

Screening criteria (for clusters highlighted in **bold**): County/State > 1.5 -- OR -- Valley/State >3.0 (with County/Valley at least 1.0).

Source: The Natelson Dale Group, Inc.

**Table IV-2
Location Quotients (LQ's) in 2008 for 15 Technology Clusters**

Cluster	San Joaquin County Relative to:		San Joaquin Valley Relative to:	Wages / Worker		
	SJ Valley	CA	CA	SJ County	SJ Valley	CA
Aerospace	1.12	0.27	0.24	\$47,332	\$79,972	\$88,111
Architectural & Engineering Services	0.65	0.21	0.33	\$50,297	\$52,472	\$94,245
Cable Manufacturing	3.25	1.39	0.43	\$37,692	\$40,099	\$58,435
Chemicals	0.59	0.35	0.59	\$37,929	\$54,423	\$58,083
Computer & Electronic Equipment	0.42	0.06	0.15	\$44,740	\$55,184	\$110,043
Engine Equipment	1.46	1.54	1.05	\$44,007	\$47,783	\$59,761
Fertilizer & Chemical Products	2.26	3.67	1.63	\$53,368	\$54,774	\$65,616
Industrial Machinery & Distribution Equipment	0.33	0.32	0.95	\$44,566	\$51,446	\$88,376
Information Services	0.85	0.28	0.33	\$61,762	\$52,607	\$106,828
Medical Instruments and Optics	0.47	0.13	0.28	\$33,190	\$45,608	\$73,648
Motor Vehicles	2.04	1.94	0.95	\$42,004	\$41,179	\$61,515
Pharmaceuticals	1.14	0.13	0.11	\$47,047	\$66,106	\$98,558
Precision Instruments	0.38	0.06	0.17	\$34,018	\$70,123	\$96,676
Technical & Research Services	0.76	0.32	0.42	\$55,012	\$52,393	\$88,305
Wiring Devices & Switches	0.57	0.33	0.58	\$55,695	\$59,256	\$82,600

Screening criteria (for clusters highlighted in **bold**): County/State > 1.5 -- OR -- Valley/State >3.0 (with County/Valley at least 1.0).

Source: The Natelson Dale Group, Inc.

V. CEDS Goals and Objectives – Defining Regional Expectations

This section addresses goals and objectives pertaining to critical economic problems and the potential for capitalizing on resources and opportunities in San Joaquin County.

Goals

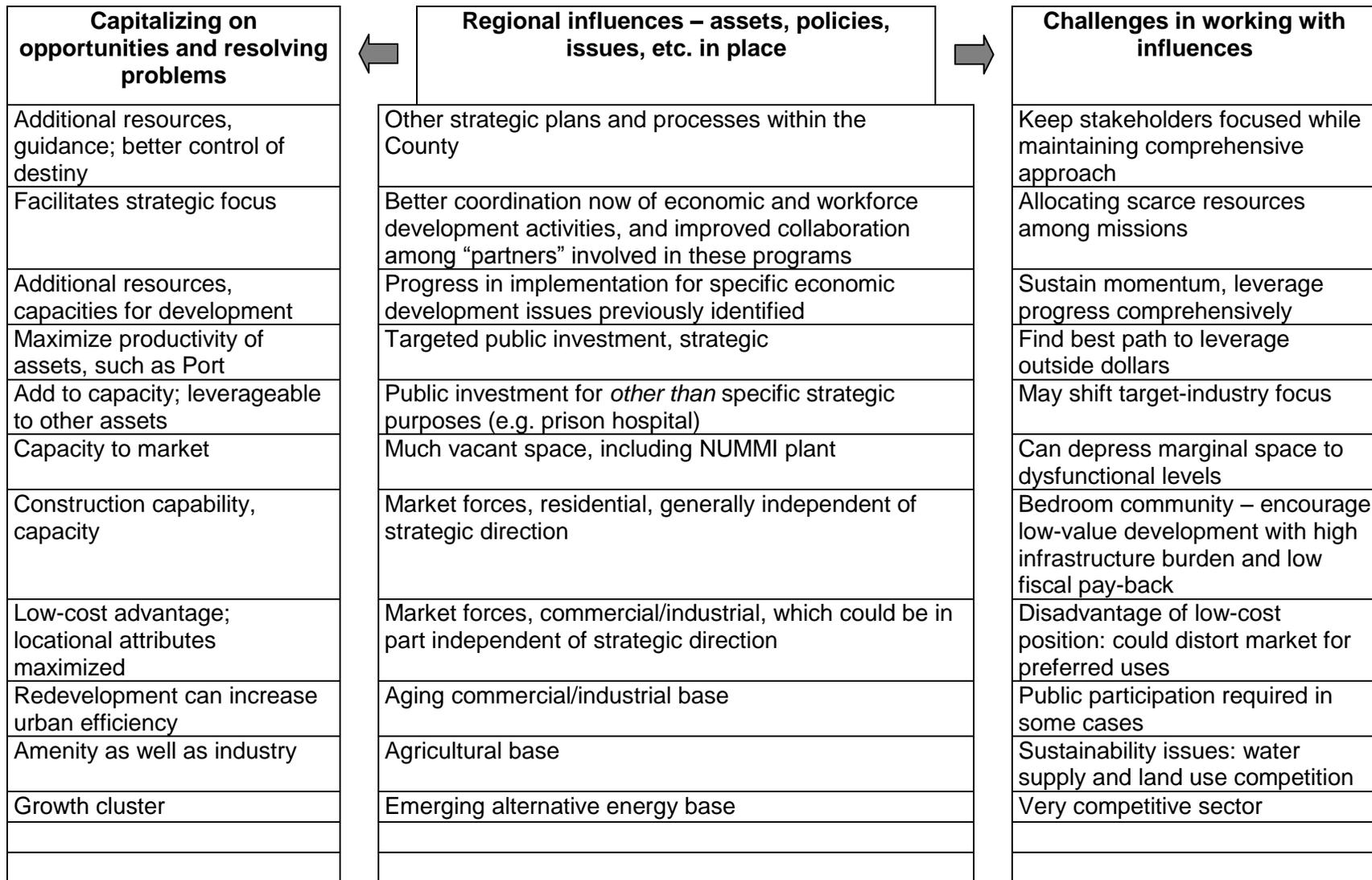
Goals that pertain to this CEDS come from two primary sources:

- *Strategic Recommendations*, prepared in January 2006 by Angelou Economics for the San Joaquin Partnership (SJP), and
- *San Joaquin County Regional Blueprint Vision, January 28, 2010*, prepared for the San Joaquin COG.

These goals, along with their related strategies and objectives, are identified in the preceding section, and are also listed in this section with their corresponding Objectives (including original strategic statements, where relevant), and in Sections VII and VIII below in the context of Projects, Programs (Sect. VII), and the Plan of Action (Sect. VIII).

Other context for defining five-year objectives

In addition to existing goals, other factors that create the context in which 5-year objectives were generated is summarized in the following chart. In the chart, key regional influences, which here refer to assets, policies, issues, etc. in place in the County, are listed in the center. The left- and right-hand columns indicate how those central influences affect the region's potential for capitalizing on opportunities and resolving problems (left), and/or give rise to challenges in working with those influences (right).



The following table shows Recommended five-year Objectives and existing Programs that are assumed to be continued as part of this CEDS. The table includes a *comprehensive* list of Programs, Recommended Objectives, with special attention to Recommended Action Plan Items. The all-inclusive list (original strategies that appeared to be resolved and therefore extraneous in 2010 were deleted from this table), which includes on-going programs not necessarily limited to the five-year items, helps place the five-year objectives in perspective.

**Table V-1:
Recommended Five-Year Objectives with Goals**

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
#	Date of goal/objective	Goals & Related Strategies	PROGRAMS currently addressing goals/strategies, by organization/committee	Recommended Objective, in orig. Strategic Plan (O) or added (A)	Recommended Action Plan Item, in orig. Strategic Plan (O) or added (A)
Economic Development Focus (see also <i>Blueprint</i> Goal B4)					
1	2006 Report	Economic Development is broad-based, addressing the needs of the residents of the county through business development and life enhancement efforts, all resulting in long-term economic prosperity.			
		<ul style="list-style-type: none"> Agree on the County's economic development vision 		O	
		<ul style="list-style-type: none"> Establish economic-development-focused review panel, and consolidate comprehensive set of goals from multiple sources, making their relationship to economic development explicit. 			A
		<ul style="list-style-type: none"> SJP should form specific industry teams (e.g., Agbiotech, Aviation) of 5-10 members and utilize their expertise in overall promotion and (later) recruitment/retention/expansion efforts. 	SJC Aviation Advisory Committee		
		<ul style="list-style-type: none"> Develop a Marketing Strategy and Campaign for business retention, particularly with those in target industries. 			
		<ul style="list-style-type: none"> Develop a Marketing Campaign appropriate to the new Vision, a broad ED approach, and (most importantly) target industries. 		O	
		<ul style="list-style-type: none"> Review existing marketing materials and outline status, alternatives for updating, costs, etc. 			A
		<ul style="list-style-type: none"> Create a legislative committee focused on issues/agenda/strategy. Focus on the Key Development Areas for the County. 			
1a	2010	<i>Blueprint</i> Goal (B5): Identify and pursue opportunities to increase goods movement as an essential part of economic development			

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Review this <i>Blueprint</i> goal in terms of coordinating it with target industries 			A
Economic Development Marketing					
2	2006 Report	To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.			
		<ul style="list-style-type: none"> Build a large team of county promoters. 			
		<ul style="list-style-type: none"> Create a message that clearly delivers the goal for business development throughout the County to target industries. 			
		<ul style="list-style-type: none"> Market to target industry business executives to relocate in the County. 			
		<ul style="list-style-type: none"> Launch a campaign to retain and attract more young professionals. 			
		<ul style="list-style-type: none"> Review County's position relative to recession-related problems 		A	
		<ul style="list-style-type: none"> Conduct research to index recession-related problems to some benchmark. Include neighboring competing counties in study. 			A
		<ul style="list-style-type: none"> Review County's position relative to progress made in last 5 years 		A	
		<ul style="list-style-type: none"> For Education, typically problematic to track progress, coordinate specification of meaningful measures with school officials, establish measurement database, and maintain. 			A
		<ul style="list-style-type: none"> Review County's position relative to specific strategic recommendations from 2005 Angelou studies 		A	
		<ul style="list-style-type: none"> Determine status of specific strategic recommendations from 2005 reports, including levels of resolution, current relevancy, and follow-up needed (actions, institutional programming, etc.) 			A
Business Climate					
3	2006 Report	San Joaquin County works together and across city boundaries to nurture and help grow local businesses and attract companies within its target industry strategy that provide higher-quality jobs and long-term prosperity.			
		<ul style="list-style-type: none"> Streamline development/permitting process. 			
		<ul style="list-style-type: none"> Support Measure K: ½ cent sales tax; transportation infrastructure. 			
		<ul style="list-style-type: none"> Create a downtown incentive package for each city. 			

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> • Create more International Trade through new initiatives. 			
		<ul style="list-style-type: none"> • Create business support services. 			
		<ul style="list-style-type: none"> • Establish SCORE offices. 			
	2010	Address Greenhouse Gas Initiatives implementation	Industrial Investors and Developers Coalition		
		<ul style="list-style-type: none"> • Continue programs of monitoring fee issues, agricultural land mitigation and other greenhouse initiatives 	SJC Agricultural Mitigation Program		A
Sites & Infrastructure					
4	2006 Report	Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.			
		<ul style="list-style-type: none"> • Commit to overall development of the Airport Master Plan, including development of a corporate campus. 			
		<ul style="list-style-type: none"> • Support and help execute the Port's Master Plan, including Rough & Ready Island for industry cluster development. 			
		<ul style="list-style-type: none"> • Develop a plan for the 800-acre site near Stockton. 			
		<ul style="list-style-type: none"> • Continue to support the development and growth of San Joaquin County business parks and work with the individual communities for a diversity of Business Center development. 			
		<ul style="list-style-type: none"> • Downtown redevelopment. 		O	
		<ul style="list-style-type: none"> • Support implementation of downtown revitalization in CEDS project list (under Quality of Life heading) 			A
Entrepreneurship					
5	2006 Report	To improve the entrepreneurial environment in San Joaquin County through new programming.			
		<ul style="list-style-type: none"> • Form an entrepreneur team. 			
		<ul style="list-style-type: none"> • Create incubators in the County. 		O	
		Support efforts to develop incubator facilities (in CEDS project list)			A

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Create a youth entrepreneurship program teaching young people about this career option and what it takes to be a successful company owner. 			
	2010	Business Plan Competition (1) <ul style="list-style-type: none"> Establish system for publicizing and institutionalizing this program 	Entrepreneurship		A
	2009	Seek out more San Joaquin County Entrepreneurs and expand the education program (1)	Entrepreneurship		
		<ul style="list-style-type: none"> Coordinate efforts with planned incubator facilities (in CEDS project list) 			A
	2008	To attract Angel Investors and to support Entrepreneurs in San Joaquin County. (1)	Entrepreneurship		
		<ul style="list-style-type: none"> Monitor and report on activity, successes, etc. 			A
Tourism (see also <i>Blueprint</i> Goal B3, on agriculture, and B7)					
6	2006 Report	San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events and authentic venues.			
		<ul style="list-style-type: none"> Focus on expanding tourism resources and linking divergent segments of activities promoting tourism. 			
		<ul style="list-style-type: none"> Create incentives for the development of more entertainment venues. 			
	2009-2010	Support Agritourism development through SJC General Plan and development of a quarterly or seasonal events card (1)	Chambers & Allied Orgs.		
		<ul style="list-style-type: none"> Continue to monitor General Plan issues Coordinate with economic development practitioners on best ways to integrate this tourism focus into target industry efforts, given the "amenity" aspects of agritourism in addition to its employment generation 			A
	2008	Broadening the market and tourism element and development of a quarterly or seasonal rack card (1)	Chambers & Allied Orgs.		
Education & Workforce Development (see also <i>Blueprint</i> Goal B6)					
7	2006 Report	Improve the education product and level of student participation/achievement through the development of new learning programs throughout the County.			

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Support Delta College's multiple campus strategy with new campuses in Lodi, Tracy/Mountain House and Manteca – financing and programming. 			
		<ul style="list-style-type: none"> Make sure that Delta College, University of the Pacific, and workforce development programs are responsive to the needs of target industry companies. 			
		<ul style="list-style-type: none"> Improve the readiness and ability of public school students throughout the County to succeed in the workforce. 			
		<ul style="list-style-type: none"> Make the County's high schools leading edge. 			
		<ul style="list-style-type: none"> Develop specific programming and open communication with the region's technical schools. 			
	2010	Develop Manufacturing Career Path Programs (1)	Education & Workforce		
	2010	Develop Health Careers Career Path program (1)	Education & Workforce		
		<ul style="list-style-type: none"> Continue current efforts directed to these programs, and include review of best practices nationwide 			A
	2009	Incorporate Internship Program into SUSD, support small learning communities and investigate Ford Foundation grants (1)	Education & Workforce		
	2008	Promote the development of a manufacturing pathway for students within San Joaquin County (1)	Education & Workforce		
	2008	Promote the internship program that has been lead by WorkNet. (1)	Education & Workforce		
Quality of Life (see also <i>Blueprint</i> Goals B1 and B2)					
8	2006 Report	San Joaquin County cultivates a robust "quality of life," with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.			
		<ul style="list-style-type: none"> Create a county-wide "beautification" plan. 			
		<ul style="list-style-type: none"> Create incentives for the development of more multi-family and condominium/townhouse projects (densification). 			

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Maintain high quality in future developments, building more open space for recreational activities for the young and active segment of the population. 			
		<ul style="list-style-type: none"> Create programs for the youth throughout the County. 			
		<ul style="list-style-type: none"> Create a county-wide Sports Commission. 			
		<ul style="list-style-type: none"> Use redevelopment tools and improvement projects to comprehensively deter blight and add amenities 		A	
		<ul style="list-style-type: none"> Support implementation of amenity-generating projects in CEDS project list (under Quality of Life heading) 			A
San Joaquin Partnership					
9	2010	To attract and retain new job opportunities, improve the business climate and enhance the quality of life in San Joaquin County.	San Joaquin Partnership		
Goals excerpted from <i>Blueprint 2010</i>					
Sustainable Planning & Growth					
B1	2010	Recognize and allow for increases in development densities over time that allow for changes consistent with community and marketplace realities			
B2	2010	Support innovative strategies that target growth in existing urban areas, with an emphasis on efficient design, land conservation (including working agriculture and open space), infill, and redevelopment			
Farming & Agriculture					
B3	2010	To sustain agriculture in San Joaquin County as an economically viable & thriving industry, while also recognizing its unique contribution to the overall quality of life in the county			
Economic Development					
B4	2010	Strategically position San Joaquin County to compete with other regions throughout the State, the nation, and the global economy			
B5	2010	Identify and pursue opportunities to increase goods movement as an essential part of economic development			
Education & Workforce Preparation					

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
B6	2010	To have a better locally prepared and trained workforce			
Cultural Richness / Unique Attractions					
B7	2010	Support economic development endeavors that exploit existing cultural, social and historical identity in San Joaquin County, especially as related to the agricultural and wine Industries			

(1) These line items are identified in "Goals" in the "San Joaquin Partnership Economic Development Strategic Plan, 2010 January - May" [update], but more closely resemble objectives/strategies of the goals identified in the 2006 report.

The following Objective is specifically related to the *San Joaquin County Regional Blueprint*, which comprehensively addresses development issues in San Joaquin County.

Objective: Closely monitor and participate in the implementation phases and other aspects of the *San Joaquin County Regional Blueprint* and related San Joaquin COG processes, especially those related to developing a Sustainable Community Strategy in response to California Senate Bill No. 375, to ensure that economic development interests are appropriately considered.

VI. Community and Private Sector Participation

Overview of community participation approach

Community participation is an essential element of preparing a Comprehensive Economic Development Strategy (CEDS). The San Joaquin County Board of Supervisors authorized the established Business Retention Committee (BRC) to serve as the nucleus of a Task Force to develop the previous (2003) CEDS and to serve in the same capacity for the current CEDS update. The San Joaquin County Workforce Investment Board (WIB) will review the updated CEDS and recommend it for approval by the Board of Supervisors. After the updated CEDS is formally approved and adopted, the Task Force and WIB will annually review and approve CEDS Progress Reports and recommend modifications as appropriate.

As described further below, both the CEDS Task Force and the WIB include substantial private sector representation. In addition, the community input process for this CEDS update builds on an extensive outreach effort completed as part of comprehensive strategic planning process completed subsequent to the adoption of the previous CEDS.

CEDS Task Force (Strategy Committee)

In 1990, San Joaquin County established a network of agencies to support the retention and expansion of local businesses. The 21-member Business Retention Committee (BRC) consists of all of the public and private organizations providing economic development services to the business community in San Joaquin County. The BRC has successfully addressed the retention and expansion needs of the County's business community for over 10 years. A listing of the CEDS Task Force is provided as Appendix A.

As noted in the Appendix, the Task Force includes representatives from the following business-oriented private sector (nonprofit) organizations:

- San Joaquin Partnership – a countywide economic development corporation
- Greater Stockton Chamber of Commerce
- San Joaquin Business Council
- San Joaquin Economic Development Association

The Task Force includes representation from two labor unions:

- Northern California Carpenters
- Laborers Union, Local 73

Key institutional representatives on the Task Force include:

- San Joaquin Delta College
- San Joaquin Delta College SBDC
- Port of Stockton

Workforce Investment Board

The 40-member Workforce Investment Board (WIB) is composed of 33 voting members and a seven-member Youth Council. The WIB members are appointed by the County Board of Supervisors. During the WIB selection process, careful consideration is given to developing a balanced cross-section of the community. Interests represented by the current WIB include business, education, economic development, labor, community organizations, industry and the unemployed. A listing of the WIB members is provided in Appendix B.

The WIB includes representatives of the following major firms and business-oriented organizations:

- Bilingual Weekly
- Lathrop Chamber of Commerce
- The Sigma Company
- Anheuser-Busch, Inc.
- The Record
- The Balloonery, Inc.
- San Joaquin Partnership
- Neon Dreams
- SJC Hispanic Chamber of Commerce
- Manteca Chamber of Commerce
- A.C. Trucking, Inc.
- Development Resource Services
- California Human Development Corp.
- Economic Development Association
- Del Terra Farms, LLC
- Roderick Pharmacy Group, Inc.
- Neumiller & Beardslee (law firm)
- Supelveda's Truck Painting & Body Shop
- Keller Williams Realty

San Joaquin Partnership – A Key Link to the Business Community

The San Joaquin Partnership – the primary economic development corporation serving all of San Joaquin County – has played an active role in the CEDS update process. In addition to direct representation on the CEDS Task Force (the SJP's President/CEO and Vice President actively participated in the CEDS process), the Partnership serves as a vital link to the larger business community via its Board of Directors.

The SJP's direct and ongoing outreach to the business community included a substantial stakeholder involvement process completed as part of comprehensive strategic planning process initiated in 2005 and 2006. This outreach included:

- Individual interviews with approximately 50 stakeholders;
- 10 focus group meetings; and
- An online survey of residents and businesses.

Professional Staff

Staff of the San Joaquin County Employment & Economic Development Department provides organizational and logistical support for the CEDS Task Force and WIB.

VII. Strategic Projects, Programs and Activities

Jobs generated

The 40 projects in the following project database represent a total of just over \$1 billion in investment, for 12 water, wastewater, and storm drain projects, and 18 transportation improvements. All the projects in total would generate an estimated 8,500 person-years of construction employment. More than half the projects involve new infrastructure. Over 3/4th of the projects also involve refurbishing or upgrading existing buildings/infrastructure in order to preserve the serviceability of a facility or area, or to meet the requirements of modern logistics, energy conservation, lifestyle options, or other needs. In this sense, many of these projects aim to maintain or enhance a community's competitive position.

Generally, the projects relate to core areas of the community – job centers or downtowns. Although the long-term job-generation effect of all proposed projects is not explicitly delineated at this stage, at least 15 projects appear to have a role in supporting the growth of industrial-type jobs, and another 11 support retail, other commercial, and office job growth.

Four of the projects involve either physical incubator space (three projects for two separate structures) or business technical assistance (one project). Based on our interpretation of rough industry statistics, the two incubators should each generate an estimated 30 jobs per year. The technical assistance project should improve the competitive position of the County and indirectly (if not directly) generate jobs as well.

A report for the San Joaquin Partnership, *Understanding the Jobs Potential for San Joaquin County 2010-2012, Public & Private Sectors*,¹⁰ summarizes expected job growth through 2012 from two components of new investment in San Joaquin County: 1) public-sector projects, consisting of 5 major institutional buildings and 9 major road improvements, and 2) a level of private-sector project development that is deemed reasonable for the 3-year period (including 2010). The report findings are summarized in the following table.

¹⁰ Applied Development Economics, February 24, 2010

Investment Type	# Projects	Construction \$	Direct constr. jobs	Permanent jobs
Major Public Institutional Buildings	5	\$1,689,900,000	3,350	3,911
Major Transportation Projects	9	\$721,000,000	6,557	
Projected Private Sector Projects:	52	\$76,500,000	516	10,000
<i>Manufacturing</i>	25			4,800
<i>Logistics</i>	22			4,500
<i>Other</i>	5			700

Two of the Major Transportation Projects included in the table are also part of the CEDS project database: 1) the French Camp Road/I-5 Interchange, and 2) the North Stockton Widening (however the interchanges included with the widening in the CEDS database are not part of this project as listed in the *Jobs Potential* report. The two projects, as described in the *Jobs Potential* report, total an estimated \$162 million in construction costs, or 22% of the \$721 million total shown in the table above.

Table VII-1 below, presented in two parts, provides detailed descriptions of the projects included in this CEDS submitted by the San Joaquin County jurisdictions. The table is segmented by jurisdiction and projects within jurisdictions are ordered according to priorities assigned by that jurisdiction. A substantial effort within the CEDS update process has been devoted to establishing an evaluation matrix by which individual entities can rank the candidate projects based on the EDA's current finding priorities and criteria. The matrix is provided in Appendix C of the CEDS. Utilizing this matrix, each jurisdiction internally ranked its projects in terms of three priority levels:

- High
- Highest
- Immediate, Highest

The subsequent table (Table VII-2) shows the CEDS projects by title and jurisdiction and also ongoing programs in economic development, being conducted by various committees, organized according to their relevant existing goals, as discussed in previous sections. The eight major goal-topic headings are shown below. The topics give a sense of the comprehensive nature of the County's economic development efforts. (Infrastructure projects are found under both Economic Development and Sites and Infrastructure, with the distinction being primarily that infrastructure tied to a specific area of the community is generally listed under Sites and Infrastructure.)

- Economic Development Focus
- Economic Development Marketing
- Business Climate

- Sites & Infrastructure
- Entrepreneurship
- Tourism
- Education & Workforce Development, and
- Quality of Life

**Table VII-1:
Project Database Part I**

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
City of Escalon					
Municipal Well No. 11	Immediate, highest	6/2012	6/2012	Infrastructure, Potable Drinking Water, Public Works	The City of Escalon is seeking EDA assistance for the planning, design, and construction for a municipal water well, Municipal Well No. 11. Well No. 11 will serve the 180-acre Liberty Business Park(LBP) in the northwest portion of the City. The project will provide water for the development of the commercial, office, and industrial-zoned area. LBP is located in Escalon adjacent to SR 120, approximately 10 miles east of Hwy 99. The business park will provide STAA vehicle and rail access.
Phase I & II Sewer Trunk Improvements	Immediate, highest	6/2012	6/2012	Infrastructure, Municipal Sewer Trunk Improvements, Public Works	The City of Escalon is seeking EDA assistance for the planning, design, and construction for the Phase I & II Sewer Trunk Improvements. The Sewer Trunk Improvements will serve the 180-acre Liberty Business Park(LBP) in the northwest portion of the City. The project will provide sewer capacity for the development of the commercial, office, and industrial-zoned area. LBP is located in Escalon adjacent to SR 120, approximately 10 miles east of Hwy 99. The business park will provide STAA vehicle and rail access.
City of Lathrop					
Lathrop Road & I-5 Interchange Improvements	High	2018	2019	Street and Road Improvements	The project would widen Lathrop Road to three through lanes in each direction. New loop onramps to I-5 would be constructed, for both northbound and southbound traffic. Off ramps would be widened, with new signalized intersections. Retaining walls would be constructed to accommodate the roadway widening. Auxiliary lanes would be constructed on I-5 in both directions. The interchange will be designed to accommodate traffic volumes for a forecast year of 2035, in accordance with the Regional Transportation Plan. Current Project Status: The project is currently in the Preliminary Design (PSR) Phase. Funding will be used to complete Preliminary Design (PSR), (PA&ED) and complete final design.
Louise Avenue & I-5 Interchange Improvements	High	2017	2018	Street and Road Improvements	The project would widen Louise Avenue to three through lanes in each direction, accommodating a new left turn onto the northbound on ramp and a new loop on-ramp to southbound I-5. All on and off-ramp would be widened with new signalized intersections. Retaining walls would be constructed to accommodate the roadway widening. Auxiliary lanes would be constructed on I-5 in both directions. The interchange will be designed to accommodate traffic volumes for a forecast year of 2035, in accordance with the Regional Transportation Plan. Current Project Status: Project Study Report (PSR) approved for the project by Caltrans on Jan. 2nd 2008. Project is currently in the Environmental (PA&ED) Phase. Funding will be used for the Construction Phase.
City of Lodi					
Lodi Green Business Incubator	Immediate, highest	6/2011	9/2011	Business Incubator	The concept is to utilize an existing, vacant Lodi commercial building, preferably on the east side of Lodi (the industrial park zone of Lodi). The Green Business Incubator will house entrepreneurs creating, developing, implementing a green building product, promoting energy/water conservation, developing fuel cells or alternative-fueled vehicles. The start-up green business would pay a very low rent for space inside the building, as well as be provided administrative support, etc. at no cost. During the 18 month to 24 month period inside the incubator, the green business will simply focus on "growing" their service or product.
City of Lodi - Harney Lane Project	Immediate, highest	6/2011	3/2012	Harney Lane Project/road reconstruction	Replace the existing two-lane corridor with a four-lane expressway; add through lanes and turn lanes at intersection of Stockton Street and Reynolds Ranch Parkway; add traffic signals, street lights, landscape, and irrigation.

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
City of Manteca					
South Manteca Storm Drain	Highest	8/2012	12/2012	Water quality enhancement, storm drain	This project will connect the existing south Manteca storm drain to the ultimate outfall at the French Camp Outlet Canal. The project will include 5,000 feet of large diameter (60" +/-) pipe plus a pump station and force main that will be bored under SR120. The project will improve the reliability of the existing drainage system as well as facilitate growth in the southern areas of Manteca.
North/Central Trunk Sewer	Immediate, highest	10/2011	6/2012	Trunk sewer replacement, CenterPoint	This project involves replacing 5,000 feet of gravity sewer pipeline that currently flows from near the center of Manteca to the Water Quality Control Facility (treatment plant). The existing trunk line is an old, unlined concrete pipe that was designed for treated water and is severely corroded and deteriorated. Some failures of the old line have already required emergency repairs. The old line will be replaced with a larger diameter and deeper line that can handle all the flow that will be generated by the City as it continues to grow to the North. This growth will include significant industrial users such as the CenterPoint intermodal project in northwest Manteca.
McKinley Avenue Interchange	Highest	5/2015	12/2018	Interchange, SR120	This project will construct a new interchange at the intersection of SR120 and McKinley Avenue. At this location the highway is already elevated and the bridges for the underpass are already in place. The project will improve McKinley Avenue and add entrance and exit ramps in both directions, as well as provide an alternate route to the highway, which experiences congestion. The City and Caltrans have already completed a Project Study Report (PSR) that was approved in June 2008. The City has also obtained a Federal earmark to complete the project design, which is just starting. It is estimated that the final design and minor right of way acquisition will require four years, and that construction will start early in 2014.
Elevated Water Storage Tank	Immediate, highest	6/2012	6/2013	Potable water storage, energy efficiency, seismic retrofit/ replacement	This project will replace an older, smaller (300,000 gallon) elevated storage tank the City has had to abandon because of vulnerability to failure due to seismic forces. The City currently does not have a functioning elevated tank and is totally dependent upon electric powered wells to maintain system pressure. A new, larger storage tank is needed to offset the effects of growth and to allow for energy efficient operation.
Austin Road Interchange	High	5/2018	12/2021	Interchange, SR99	This project will replace the existing interchange that is functionally obsolete and constrains the ability to provide needed relief (additional east-south bound lane) for the SR120/SR99 interchange. The interchange will be located on one of the busiest sections of SR99 and, due to the proximity of Union Pacific Railroad tracks, will require relocation or realignment of nearly two miles of six-lane highway. The City has committed local funds to complete the preliminary project development, environmental, and engineering. Additional funding is sought to complete the right of way acquisition and for construction.
Atherton Drive West Gap Closure	Immediate, highest	6/2011	11/2011	Roadway Gap Closure	This project involves construction of a new, four-lane arterial roadway and Class I bike path, 4,300 feet in length. Construction will include new roadway and bicycle/pedestrian pavement, curb and gutter, utilities, landscaping, and traffic signal modifications. The project will connect to existing sections of Atherton Drive that have been constructed to the east and west. Completion of this segment of roadway will result in a continuous four-lane arterial that extends over four miles, parallel to SR120. As the SR120 experiences congestion, this completed roadway will provide an alternative to highway travel and improve existing conditions at the Airport Way, Union Road, and Main Street highway interchanges. It will also complete a gap in the bicycle network, providing an alternative to auto travel and a reduction in green house gas emissions.
City of Ripon					
SSJID - Water Project	Immediate, highest	TBD	2015 (latest)	Surface Water Connection	Construct the necessary infrastructure including a 5-mile pumpline, pump station and storage tank in order for Ripon to receive surface water from South County Water Project Nick DeGroot Water Treatment Plant.

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
Stockton Ave, Phase II Improvements	Immediate, highest	TBD	2015 (latest)	Stockton Ave. Street Improvements	Reconstruct the existing 1/2 mile industrial/commercial roadway that has failed, including sidewalk and lighting. Project will also include needed infrastructure improvements, most importantly, construct the necessary piping to separate the storm water from the sewer system.
Mistlin Softball Fields	High	TBD	2012	Softball Fields	Construct four (4) softball fields at the Mistlin Sports Complex
San Joaquin County					
Airpark 599	Immediate, highest	6/2011	2015	Airpark, manufacturing, research and development, office, corporate campus, retail, and air cargo facilities.	Airpark 599 is a 550 acre business park and air cargo center prepared for development at the east side of the Stockton Metropolitan Airport. The County has adopted development standards, design guidelines, and master plans for infrastructure. The project will integrate over 5.3 million square feet of manufacturing, research and development, office, corporate campus, retail, and air cargo facilities.
San Joaquin Delta College SBDC					
Kitchen Incubator Development	High	2012	2012	Incubator, Agri-business, Agri-tourism	Project seeks to development, implement, and operate a kitchen incubator focused on the abundance of agricultural products produced in San Joaquin County thereby giving opportunity for economic growth in the agri-business sector and the development of agri-tourism within the County.
Kitchen Incubator Planning Grant	Highest	2011	2011	Incubator, Agri-business, Agri-tourism	Project seeks to plan the development, implementation, and operation of a kitchen incubator focused on the abundance of agricultural products produced in San Joaquin County thereby giving opportunity for economic growth in the agri-business sector and the development of agri-tourism within the County.
Technical assistance (consulting and training)	Immediate, highest	Ongoing 2011-2015		Business consulting; business training; existing and start-up businesses	Existing and potential new business enterprises will be provided with up-to-date and comprehensive business consulting and training in various aspects of business creation, expansion, and retention. Consulting and training will include business planning and strategy, market research and planning, accessing technology, including the development of websites, use of technology in marketing and advertising, financial analysis, pricing, loan application development, and government contracting.
City of Stockton					
French Camp Road/I-5 Interchange	Immediate, highest	2/2011	TBD	I-5 and Interchange	The project will reconstruct the existing French Camp Road/I-5 interchange; construct auxiliary lanes and realign a portion of Manthey Road west of I-5.
North Stockton Widening and Interchanges	Immediate, highest	12/2010	TBD	I-5 Widening and Interchanges	The project will widen I-5 from Country Club Boulevard to Eight Mile Road; reconstruct the Hammer Lane/I-5 and Eight Mile Road/I-5 interchanges; and construct Otto Drive interchange. The project will also restripe and sign I-5 from Charter Way/Martin Luther King Jr. Blvd. to Country Club Blvd. and construct sound walls and auxiliary lanes along I-5. Phase 1 PS&E (I-5 Widening from Country Club to Hammer Lane) will be ready to advertise for Bids December 2010.
RWCF Energy Management Plan	Immediate, highest	1/2012	TBD	RWCF Energy Management Plan	Project will implement energy generation and energy saving measures at the Regional Wastewater Control Facility.

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
University Park Wellness Center	Immediate, highest	7/2012	TBD	Shared use health, education and community wellness center	Proposed center would be designed and programmed to provide both classroom and hands-on health and fitness training by adjacent high school health care academy as well as the adjacent Cal State Stanislaus and Delta Jr. College Students in a combined learning and fitness center that would be open to the community. Adjacent health care institutions such as St. Joseph's Hospital and the proposed Veterans Hospital would participate in the programming and utilization of this innovative learning/wellness/community center facility. This center would be centrally located to capitalize on the concentration of health care education and providers located in the University Park neighborhood.
Airport Way Streetscape Beautification	Immediate, highest	6/2011	TBD	Airport Streetscape Beautification Bus Traffic Transit Infrastructure Safety ADA	The project will reconstruct and reconfigure intersections, add additional turn lanes or pockets, replace dirt frontages with new curbs, gutters, and meandering sidewalks, and ADA compliant wheelchair ramps improving traffic flow, upgrading infrastructure, increasing pedestrian safety, providing safe school routes, and enhancing aesthetics for this vital arterial.
Weber Avenue Streetscape Beautification Phase 2	Highest	12/2010	TBD	Smart Growth Complete Streetscape Beautification	Project includes the second and final phase of Streetscape Beautification improvements on Weber Avenue in Downtown Stockton. The portion of Weber Avenue between Center and Stanislaus Streets has already been improved; the current request will extend those improvements east to the Union Pacific Railroad Tracks. The project will transform this rundown area by adding wide sidewalks, wheelchair ramps, corner bulb outs at intersections, landscaped medians, and amenities including benches, trash receptacles, bike racks, street trees, and decorative street lights. This will create a safe, attractive, and pedestrian-friendly streetscape along Weber Avenue between the recently-redeveloped core Downtown area and the Robert J. Cabral Railway Station. This modest investment will serve as a catalyst for further Downtown redevelopment and job creation, including ongoing efforts to rehabilitate historical buildings in the area.
Arch Road Widening	Highest	7/2014	TBD	Roadway widening, congestion relief, pedestrian and bicycle accessibility, and signalization.	The project will widen Arch Road from 2 to 4 lane road to 6 lanes from State Route 99 to Newcastle Road. Improvements include AC paving, storm drains, landscaping, traffic signal, street lights, and curb, gutter, and sidewalk.
Arch Road Sanitary Trunk Line	Highest	1/2011	TBD	Arch Road Sanitary Trunk Line	Installation of two (2) miles of sanitary sewer main, ranging in size from 27-inch to 36-inch, on Arch Road in southeast Stockton.
Waterfront Connection Project - Phase 2	Highest	7/2012	TBD	Waterfront Trail Project, 2.5 miles from Louis Park into Downtown	Phase 1 - the Waterfront Connections Plan" has been completed. This Smart Growth Project looked at both a short term and long term alignment to connect Louis Park, 2.5 miles to the west into Downtown and the terminous of the existing waterfront promenade. This "trail" has been designed to be an efficient and attractive bike and pedestrian connection from surrounding residential neighborhoods into the downtown for both recreation as well as providing an alternative mode and route into downtown. Anticipated improvements include not only a 32' wide trail section including lighting, signage, benches and parking; but also strategic improvements on connecting streets to enhance physical and visual access to the waterfront. As has been demonstrated in many waterfront cities across the US, once this waterfront access is provided the use and value of the adjoining properties escalate. Blighted or underutilized properties are redeveloped to take advantage of the views and amenities of a waterfront location."

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
Miner Ave Complete Street and Revitalization Project - Phase 2	Highest	7/2012	TBD	Miner Ave. Complete Street and Revitalization Project - Phase 2	Project includes the second phase of the complete street design project for a 10 block portion of Miner Ave. This important section of Miner Ave links the Robert Cabral Rail Station to the downtown waterfront. This historic boulevard was once a major route into downtown and was the City's early "car row" before all the dealerships relocated to the edge of town. This complete street effort not only redesigns this major boulevard to be a friendly multi-modal complete street to effectively link the rail station to our downtown waterfront with pedestrian bicycle and transit improvements/connections it also targets blighted and underutilized commercial properties for redevelopment by transforming this rundown area while capitalizing on its prime location and concentration of transit opportunities. Phase I design has been completed along with 50% construction drawings for the first four blocks of improvements adjacent to the Rail Station. These improvements will capitalize and strengthen the Transit Oriented Development (TOD) plans currently under development adjacent to the station. A modest investment of street and transit construction dollars will provide the visible catalyst to kickstart private redevelopment on a highly traveled and important connector into downtown."
California Street Rehabilitation Project	Highest	10/2011	TBD	California Street Improvements from Miner Avenue to Alpine Avenue	The project will provide various streetscape, frontage, pedestrian, and bicycle improvements along California Street between Miner Avenue and Alpine Avenue. In general, the improvements include installing new curb, gutter, sidewalk, wheelchair ramps, a lighted crosswalk, tree wells, irrigation, lighting, and other master planned streetscape improvements. Pavement rehabilitation, new storm drain infrastructures, and traffic signal modifications will also be implemented as part of the project improvements.
Thornton Road Widening	High	7/2011	TBD	Roadway widening, congestion relief, pedestrian and bicycle accessibility, and signalization.	The project will widen Thornton Rd from 2 and 4 lane road to 6 lanes from Pershing Ave to Bear Creek. It includes pavement rehabilitation, 2 new and 4 modified synchronized signal intersections, new sidewalks, class 2 bike facility, ADA accessibility, streetlights, frontage median landscaping, and various streetscape including a public art piece.
STAA Terminal Access Route Improvements	High	4/2011	TBD	Turn Radius Improvements for Large (STAA) Trucks	The Surface Transportation Assistance Act (STAA) of 1982 allows large trucks to operate on the Interstate and certain primary routes called collectively the National Network. These trucks, referred to as STAA trucks, are longer than California legal trucks. As a result, STAA trucks have a larger turning radius than most local roads - particularly in older industrial areas - can accommodate. This puts industries and job centers in those areas at a competitive economic disadvantage. Working with existing businesses and trucking organizations, this project would identify appropriate terminal access routes in the Wilson Way and Airport Industrial areas, along with turn radius and other needed improvements. Signs would be erected and traffic control improvements implemented. This project can be phased to match available funding; funds requested would allow for planning activities and some initial improvements.
Church Street Sewer & Lift Station	High	7/2011	TBD	Church Street Sewer & Lift Station	Project includes the installation of a new sewerage lift station on Lincoln Street and associated pipeline to cross Mormon Slough in the City of Stockton.
Tuxedo Avenue Sewer Rehabilitation Project	High	1/2013	TBD	Sewer Rehabilitation Project	Tuxedo Avenue is a 6,000 foot long, 36-inch redwood sewer pipeline located underneath private property along the toe of Smith Canal levee. It is approximately 90 years old. Over the past 90 years, houses and other improvements have been constructed over the top of the sewer pipeline.

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
Buena Vista Pump Station	High	7/2012	TBD	Storm Drainage Upgrades	The Buena Vista storm drainage watershed is approximately a 488-acre area generally bounded by Smith's Canal, the Smith's Canal, the Stockton Channel, Baker Street, and Carlton Avenue. The Buena Vista/Smith's Canal pump station was constructed in 1920 and upgraded in 1937 and again in 1957. The proposed project involves the construction and operation of a new storm drainage collection system, pump station and outfall that will serve an approximately 107-acre drainage area located north of Stockton Channel.
Northeast Reservoir No. 1 and Pump Station	High	12/2011	TBD	Northeast Reservoir No. 1 and Pump Station	Project includes the construction of a 3.0 million gallon water storage tank and associated pump station in northeast Stockton. Completion of project will provide adequate fire flow capacity, emergency storage and water supply for peak hours.
Global Climate Change Mitigation Incentive Fund	Immediate, highest	6/2010	TBD	Global Climate Change	Electric Vehicles International, LLC (EVI), which moved its manufacturing facility from Mexico to Stockton in November 2009, has over 20 years of experience in alternative energy vehicles (AVE) research, development, and deployment. EVI's medium and heavy-duty delivery vehicles surpass California's air quality guidelines by emitting zero green house gases with a range of up 100 miles on one 6 to 8 hour battery charge. Currently, medium and heavy-duty electric vehicles are nearly 3 times the cost of diesel vehicles. This high cost is directly related to the low volume manufacturing processes where major components are purchased from suppliers outside of California and the nation. By producing all major components in-house and as part of a fully automated assembly process, EVI will ultimately reduce current vehicle costs by an estimated 30 percent, over \$45,000 per vehicle, and create 425 new family living wage jobs by 2019 in Stockton, California. With an established expertise in the AVE industry and in automated assembly methods, EVI is qualified to develop and deploy a commercial electric vehicle manufacturing and assembly plant capable of producing 36,000 vehicles per year by 2019.
City of Tracy					
12 Wastewater Line - Alternative Energy Business Incubator"	Immediate, highest	11/2011	5/2012	Sustainability, Technology, Jobs, Education, Incubator	The City of Tracy owns a 108-acre site which is envisioned to be developed as business, commercial and educational mixed use project focused on creating jobs through new business development, as well as providing research and educational pathways to support the companies that develop on-site and in the region. The Master Plan project is called the Educational Consortium (see concept map attached). The Alternative Energy Business Incubator would be a part of the larger Master Plan project and would serve as a regional incubator for companies within the Alternative Energy field. A 12 wastewater line from the property to Grant Line Road is necessary to provide wastewater service to the project. Design and construction documents for this wastewater line have already been prepared. "
Tracy Downtown Plaza	Highest	11/2011	11/2012	Downtown Revitalization, Smart Growth, Jobs, Housing, Redevelopment.	Tracy's Downtown Plaza is considered a catalyst project in the revitalization efforts for Downtown. The Plaza will serve as the community's primary gathering place, tying together the City's new Transit Station with the downtown commercial district and the future mixed-use and high-density residential that is planned on the adjacent 60 acres of vacant infill land, known locally as the bowtie area.
I-205 / Lammers Road Interchange	High	6/2015	6/2018	New Freeway Interchange	The project involves construction of a new interchange at I-205/Lammers Road including new connector to Eleventh Street and Byron Road complete with east and west bound ramps at the interchange. The interchange improvements will reconstruct or eliminate the existing Eleventh Street/I-205 ramp to provide full movements to and from east and west I-205. Local road improvements would also be made to connect Eleventh Street on the south side of this interchange to Byron Highway located on the north side.

Project Database Part II

Project Name	Jurisdiction's priority	Total Cost	EDA Contr.	Incent. zone /1	What Economic Development Objective(s) does this Project Address?
City of Escalon					
Municipal Well No. 11	Immediate, highest	\$3M	\$2.4M	Yes	Promotes Economic Development and Opportunity -Fosters effective transportation access
Phase I & II Sewer Trunk Improvements	Immediate, highest	\$9M	\$7.2M	Yes	Promotes Economic Development and Opportunity -Fosters effective transportation access
City of Lathrop					
Lathrop Road & I-5 Interchange Improvements	High	\$38,354,270	\$3.4 M	Yes	Regional development has brought the Lathrop Road / Interstate 5 interchange to its traffic design load limits. The existing interchange is a tight diamond configuration, with two lanes in each direction on Lathrop Road and three lanes in each direction on I-5. During peak hours, off ramp volumes backup onto the freeway mainline and congestion on Lathrop Road is significant and forecast to get worse. This corridor is heavily utilized by large trucks, and with increased regional development the interchange needs to be reconstructed to accommodate for it.
Louise Avenue & I-5 Interchange Improvements	High	\$28,123,172	\$3.4M	Yes	Regional development has brought the Louise Avenue/Interstate 5 interchange to its traffic design load limits. The existing interchange is a tight diamond configuration, with two lanes in each direction on Louise Avenue and three lanes in each direction on I-5. During peak hours, off ramp volumes often backup onto the freeway mainline and congestion on Louise Ave is significant. This corridor is heavily utilized by large trucks, and with increased regional development the interchange needs to be reconstructed to accommodate for it.
City of Lodi					
Lodi Green Business Incubator	Immediate, highest	\$5M	\$2.5M	Yes	First, the project allows for an existing, vacant building (40,000+ square foot facility) to be fully utilized, rather than stay vacant. Second, the project will encourage small business start-ups, and growth in the green" industry. Third the project creates long-term sustainable jobs in and around the region."
City of Lodi - Harney Lane Project	Immediate, highest	\$1.369M	\$684,500	Yes	The project will create 600+ jobs, and will enhance traffic flow to and from a new, major retail and office development in Lodi.
City of Manteca					
South Manteca Storm Drain	Highest	\$6M	\$3M	Yes	Job creation from development that is made possible by significantly improving the storm drain infrastructure. This new infrastructure will increase reliability and efficiency of the existing drainage system and allow for additional growth in south Manteca.
North/Central Trunk Sewer	Immediate, highest	\$7.7M	\$3M	Yes	Job creation from development that is made possible by replacing existing, obsolete sewer infrastructure with significantly improved infrastructure. This new infrastructure will improve the reliability of sewer movement and disposal for residents, industry and businesses.
McKinley Avenue Interchange	Highest	\$15M	\$7.5M	Yes	Job creation from development that is made possible by constructing needed, missing transportation infrastructure. This new infrastructure will improve transportation circulation for the general public, reduce congestion, and improve health and safety response times by emergency medical providers and police and fire personnel.
Elevated Water Storage Tank	Immediate, highest	\$2.5M	\$1.25M	Yes	Job creation from development that is made possible by replacing existing, non-functioning water infrastructure with significantly improved infrastructure. This new infrastructure will improve the reliability of water delivery for residents, industry and businesses at a reduced energy cost.

Project Name	Jurisdiction's priority	Total Cost	EDA Contr.	Incent. zone /1	What Economic Development Objective(s) does this Project Address?
Austin Road Interchange	High	\$160M	\$80M	Yes	Job creation from development that is made possible by replacing existing, functionally obsolete transportation infrastructure with significantly improved infrastructure. This new infrastructure will improve transportation circulation for the general public, decrease congestion, and improve health and safety response times by emergency medical providers and police and fire personnel.
Atherton Drive West Gap Closure	Immediate, highest	\$2.5M	\$1.25M	Yes	Job creation from development that is made possible by constructing needed, missing transportation infrastructure. This new infrastructure will improve transportation circulation for the general public, reduce congestion, and improve health and safety response times by emergency medical providers and police and fire personnel.
City of Ripon					
SSJID - Water Project	Immediate, highest	\$5.5M	\$5.5M	Yes	The project will increase the reliability of the City's water system and result in lower overall cost to the rate payers
Stockton Ave, Phase II Improvements	Immediate, highest	\$3M	\$3M	Yes	Once completed, this project will revitalize an industrial area of Ripon that has severely degraded over the years.
Mistlin Softball Fields	High	\$4M	\$4M	Yes	The proposed softball fields will attract visitors to Ripon to play these fields, which will result in more customers for local businesses.
San Joaquin County					
Airpark 599	Immediate, highest	\$69M	\$34.1M	Yes	Airpark 599 has been assigned regional priority as a catalyst project that will: (1) Improve transportation infrastructure and support the inter-regional movement of goods; (2) Promote new industry clusters and diversify the local economy; (3) Enhance the local tax base; (4) Create quality jobs; and (5) Support the improvement of airport facilities.
Kitchen Incubator Development	High	\$600,000	\$500,000	Yes	Promotes economic development and opportunity (business creation, business expansion, job creation, job retention)
Kitchen Incubator Planning Grant	Highest	\$36,000	\$30,000	Yes	Promotes economic development and opportunity (business creation, business expansion, job creation, job retention)
Technical assistance (consulting and training)	Immediate, highest	\$600,000 (5 years @ \$120,000/year)	\$500,000 (\$100,000/year)	Yes	Promotes economic development and opportunity (job creation, job retention, business creation, business retention)
City of Stockton					
French Camp Road/I-5 Interchange	Immediate, highest	\$60M	\$30M	Yes	The project will facilitate inter-modal freight connections; provide access to newly developing areas; and increase public safety. Businesses that will be served by the project include Port of Stockton, Stockton Metropolitan Airport, Burlington Northern Santa Fe Railroad Inter-modal facility, Federal Express, and Dana Corporation.
North Stockton Widening and Interchanges	Immediate, highest	\$442M	\$221M	Yes	The project will maintain the efficient flow in interstate traffic, provide key inter-modal links, accommodate projected growth, sustain economic development, and alleviate congestion. The project will also serve major commercial centers and housing developments as full build-out of the City's general plan occurs.
RWCF Energy Management Plan	Immediate, highest	\$150M	\$5M	Yes	Project will allow the Regional Wastewater Control Facility to become less reliant on power purchases, and implement more energy generation resource on-site. Project will allow the facility to reduce greenhouse gas emissions, and identify opportunities to reduce and take credit for carbon footprint impacts with economic benefits.

Project Name	Jurisdiction's priority	Total Cost	EDA Contr.	Incent. zone /1	What Economic Development Objective(s) does this Project Address?
University Park Wellness Center	Immediate, highest	\$35M	\$15M	Yes	The University Park Wellness Project will provide career opportunities for local youth and adults in the health care industry. The project will also help to stimulate additional growth in health and educational facilities within this neighborhood.
Airport Way Streetscape Beautification	Immediate, highest	\$4.3M	\$2.15M	Yes	Airport Way is one of Stockton's major gateways connecting Stockton's Metropolitan Airport to the downtown via a corridor which includes three elementary schools, three parks, a commercial/retail/industrial area, a housing authority project, the San Joaquin County Fairgrounds and is the focus of a regional bus rapid transit system (California BRT SJRTD Phase 2). The Airport Way corridor is in desperate need of improved streets, curbs, gutters, street lighting, landscaping and services.
Weber Avenue Streetscape Beautification Phase 2	Highest	\$3.5M	\$1.75M	Yes	This project will create a safe, attractive, unified pedestrian-friendly streetscape along Weber Avenue between Downtown Stockton and the transit hubs located on this corridor. The project is anticipated to attract approximately 50 new jobs through business expansion ranging from retail to commercial, and will help attract new businesses due to increased pedestrian traffic and the improved attractiveness of the street. The Weber Avenue Streetscape Beautification Project Phase 2 is a vital part of the City of Stockton's ongoing commitment to revitalize the heart of Downtown Stockton. Approximately \$100 million has been invested in transforming Downtown Stockton from derelict buildings to a vibrant, safe, walkable community in proximity to the Stockton Channel and Weber Point that serves as a entertainment destination for visitors and residents of greater Stockton.
Arch Road Widening	Highest	\$16M	\$8M	Yes	Arch Road is a major east-west arterial roadway. At its current state, Arch Road varies from 2 lane to 4 lane road between SR 99 to Austin Road with no continuous pedestrian access. The specific project objectives are to relieve traffic congestion by widening to 6 lanes and improve pedestrian safety and accessibility to shopping, businesses, industrial, medical, and educational facilities, installation of various streetscape improvements, and improve roadway pavement and drainage. Arch Road west of SR99 leads to an industrial zone including access to Airport facilities.
Arch Road Sanitary Trunk Line	Highest	\$2.5M	\$1.25M	Yes	Project will allow the industrial and commercial development of the Arch Road corridor between State Highway 99 and the BNSF Intermodal Facility. Currently, the majority of the service area for the trunk line is undeveloped.
Waterfront Connection Project - Phase 2	Highest	\$26M	\$10M	Yes	The Waterfront Connections Project will connect residents to the downtown area and provide an alternative method of transportation (cycling or walking) for work and recreation. Not only will this help to reduce greenhouse gas emissions, but also encourage the development of commercial and infill housing within the greater downtown Stockton area.
Miner Ave Compete Street and Revitalization Project - Phase 2	Highest	\$10M	\$3.5M	Yes	The project continues the revitalization of downtown Stockton by improving transportation modes and removing blight along the Miner Avenue corridor. This, in turn, will allow for the expansion and redevelopment of commercial and residential properties in the downtown area.
California Street Rehabilitation Project	Highest	\$4M	\$2M	Yes	The specific project objectives are to improve pedestrian safety and accessibility to shopping, medical, and educational facilities, eliminate blight within the area, install various streetscape improvements, and improve roadway pavement and drainage. The project is part of the overall objective to provide improvements to enhance the community, eliminate blight, and encourage new development and business within the Midtown area. These improvements are identified in both the CSUS-Stockton/Midtown Neighborhood Master Revitalization Strategy and the Midtown Redevelopment Plan.
Thornton Road Widening	High	\$12.0M	\$6.0M	Yes	Thornton Road is a major north-south arterial roadway. At its current state, Thornton is a 2 lane road with no continuous pedestrian access. The specific project objectives are to relieve traffic congestion by widening to 6 lanes and improve pedestrian safety and accessibility to shopping, businesses, medical, and educational facilities, eliminate blight within the area, install various streetscape improvements, and improve roadway pavement and drainage. Thornton Road links the new developments to the north with the established businesses to the south.

Project Name	Jurisdiction's priority	Total Cost	EDA Contr.	Incent. zone /1	What Economic Development Objective(s) does this Project Address?
STAA Terminal Access Route Improvements	High	\$2.5M	\$1.25M	Yes	Job creation and retention in the identified neighborhoods will be greatly enhanced if STAA truck access can be facilitated. Existing businesses will be supported and new businesses attracted. In addition connectivity with other goods movement modes (air, water, and rail) will be enhanced.
Church Street Sewer & Lift Station	High	\$4.5M	\$2.25M	Yes	Project will address an existing sewer capacity bottleneck, and allow for the continued commercial expansion and redevelopment in downtown Stockton, including infill housing.
Tuxedo Avenue Sewer Rehabilitation Project	High	\$4M	\$2M	Yes	Project will rehabilitate the existing pipeline and improve the structural integrity of the pipeline.
Buena Vista Pump Station	High	\$3.1M	\$1.5M	Yes	Project will alleviate flooding and allow for the expansion of commercial and residential development.
Northeast Reservoir No. 1 and Pump Station	High	\$4.5M	\$2.25M	Yes	Project will allow the continued residential development in north Stockton.
Global Climate Change Mitigation Incentive Fund	Immediate, highest	\$12M		Yes	-Develop and deploy an automated, commercial electric vehicle manufacturing and assembly plant -Produce all major components in-house, including battery packs, battery boxes, electric motors and controllers, and vehicle management units >Reduce current electric vehicle costs by an estimated 30 percent
City of Tracy					
12 Wastewater Line - Alternative Energy Business Incubator"	Immediate, highest	\$1.8M	\$1.4M	Yes	Partnering on the development and implementation of an Alternative Energy Business Incubator in our region will provide a catalyst for our job creation priorities. The City has already engaged in dialogue with Lawrence Livermore National Laboratory, University of Pacific, California State University Stanislaus, San Joaquin Angel Network, San Joaquin Partnership, and Tracy Learning Center (charter school) to assist in the design and development of this project. In addition, the City of Tracy has partnered with the City of Livermore, Livermore Lab and others to be awarded the designation as a CA iHub. iHub designees provide a platform for research clusters, startup companies, government entities, business groups and venture capitalists by leveraging assets such as research parks, technology incubators, universities, and federal laboratories to foster innovation an job creation statewide.
Tracy Downtown Plaza	Highest	\$4M	\$1 M	Yes	The Plaza will help revitalize Tracy's Downtown. The plaza will assist with the attraction of new retail, restaurants, offices and housing to the greater Downtown area.
I-205 / Lammers Road Interchange	High	\$62M	\$4M	Yes	At the regional level, this project will reduce traffic congestion by ultimately connecting Byron Road and Highway 4 in Contra Costa County with I-580 and I-205. Locally, the interchange is a key component in the development of Tracy Gateway Business Park, a 538-acre commercial development composed of primarily Class-A and Class-B office space, supporting retail and service land uses. The first project anticipated to break ground in the Tracy Gateway Business Park is Sutter Health which plans to build a regional hospital on 38-acres that was recently purchased within the Gateway development.

1. Located in a designated Local, State, Federal Redevelopment or Enterprise Zone
2. Specific area is addressed, but is partially or wholly residential.

Table VII-2:

Projects and Programs Organized by Goals (Programs also included in Section VIII are shown here in *italics*)

Date of goal/ objective	Goals & Related Projects	PROGRAMS by organization/ committee
Economic Development Focus		
2006 Report	Economic Development is broad-based, addressing the needs of the residents of the county through business development and life enhancement efforts, all resulting in long-term economic prosperity.	
	Projects, 2010	
	• City of Escalon - Municipal Well No. 11	
	• City of Escalon - Phase I & II Sewer Trunk Improvements	
	• City of Lathrop - Lathrop Road & I-5 Interchange Improvements	
	• City of Manteca - South Manteca Storm Drain	
	• City of Manteca - North/Central Trunk Sewer	
	• City of Manteca - McKinley Avenue Interchange	
	• City of Manteca - Elevated Water Storage Tank	
	• City of Manteca - Austin Road Interchange	
	• City of Manteca - Atherton Drive West Gap Closure	
	• City of Ripon - SSJID - Water Project	
	• City of Ripon - Stockton Ave, Phase II Improvements	
	• San Joaquin County - Upgrade of Instrument Landing System (ILS)	
	Stockton/SJ Partnership - Global Climate Change Mitigation Incentive Fund	
	• City of Stockton - North Stockton Widening and Interchanges	
	• City of Stockton - Airport Way Streetscape Beautification	
	• City of Stockton - Tuxedo Avenue Sewer Rehabilitation Project	
	• City of Stockton - Buena Vista Pump Station	
	• City of Stockton - Church Street Sewer & Lift Station	
	• City of Stockton - Northeast Reservoir No. 1 and Pump Station	
	• City of Stockton - Thornton Road Widening	
	• City of Stockton - Arch Road Widening	
Ongoing	Services for employers, including business planning, loan packaging, exporting and importing, government procurement, accounting systems, identifying local customers and suppliers, and employee training and hiring.	SJC Economic Development Association (EDA)

Date of goal/ objective	Goals & Related Projects	PROGRAMS by organization/ committee
Ongoing	San Joaquin County Enterprise Zone, one of California's 42 enterprise zones, which offers the following advantages to employers locating there: state tax credits, including hiring tax credits, and local incentives to facilitate permitting, hiring (including workers eligible for hiring credits), and financing. One of the largest Enterprise Zones in the state, The SJC Enterprise Zone encompasses approximately 656 square miles with over 55 square miles of commercial and industrial properties already designated. Targeted Employment Areas (TEA) have also been designated with the Zone.	San Joaquin County Enterprise Zone, a partnership of San Joaquin County WorkNet, SJC Economic Development Association, San Joaquin Partnership, and San Joaquin County and cities within the county.
Ongoing	San Joaquin County Revolving Loan Fund (RLF), offering loans up to \$1 million for job-generating businesses in San Joaquin County, for working capital, inventory purchase, machinery and equipment, furniture & fixtures, leasehold improvements, and gap financing.	San Joaquin County Employment and Economic Development Department, San Joaquin County WorkNet, EDA
Ongoing	Mystery Shopper Program, to help business owners provide appropriate customer service.	Northeastern California SBDC
2010	To attract and retain new job opportunities, improve the business climate and enhance the quality of life in San Joaquin County.	San Joaquin Partnership
Economic Development Marketing		
2006 Report	To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.	
Business Climate		
2006 Report	San Joaquin County works together and across city boundaries to nurture and help grow local businesses and attract companies within its target industry strategy that provide higher-quality jobs and long-term prosperity.	
2010	<i>Address Greenhouse Gas Initiatives implementation</i>	<i>Industrial Investors & Developers Coalition</i>

Sites & Infrastructure		
2006 Report	Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.	
	Projects, 2010	
	•	City of Lathrop - Louise Avenue & I-5 Interchange Improvements
	•	City of Lodi - Harney Lane Project
	•	City of Stockton - STAA Terminal Access Route Improvements
	•	City of Stockton - French Camp Road/I-5 Interchange
	•	City of Stockton - Arch Road Sanitary Trunk Line
	•	City of Tracy - I-205 / Lammers Road Interchange
Entrepreneurship		
2006 Report	To improve the entrepreneurial environment in San Joaquin County through new programming.	
	Projects, 2010	
	•	City of Lodi - Lodi Green Business Incubator
	•	San Joaquin Delta College - Kitchen Incubator Development
	•	San Joaquin Delta College - Kitchen Incubator Planning Grant
	•	San Joaquin Delta College - Technical assistance (consulting and training)
	•	City of Stockton - University Park Wellness Center
	•	City of Tracy - 12 Wastewater Line - Alternative Energy Business Incubator"
2010	<i>Business Plan Competition (1)</i>	<i>Entrepreneurship</i>
2009	<i>Seek out more San Joaquin County Entrepreneurs and expand the education program (1)</i>	<i>Entrepreneurship</i>
2008	<i>To attract Angel Investors and to support Entrepreneurs in San Joaquin County. (1)</i>	<i>Entrepreneurship</i>
Tourism		
2006 Report	San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events and authentic venues.	
2009-2010	<i>Support AgriTourism development through SJC General Plan and development of a quarterly or seasonal events card (1)</i>	<i>Chambers and Allied Organizations</i>
2008	<i>Broadening the market and tourism element and development of a quarterly or seasonal rack card (1)</i>	<i>Chambers and Allied Organizations</i>

Ongoing	Women Entrepreneurs, a program dedicated to increasing the economic independence of women, which provides in-depth training in each step of starting and operating a business, and offers ongoing business consulting and support.	Northeastern California SBDC ¹¹ , San Joaquin Delta College
Ongoing	Business Incubator Loan Program, offering loans to businesses below the RLF minimum of \$25,000.	SJC Economic Development Association (EDA), SBDC
Ongoing	Business Incubator, a (mostly) virtual business location also providing business management consulting and other support for entrepreneurs.	Northeastern California SBDC
Ongoing	Entrepreneur Challenge, an annual competition for aspiring entrepreneurs offering cash prizes and public exposure.	Northeastern California SBDC
Ongoing	Business workshops on various topics, including franchising, workers' compensation issues, government contracting, web design, marketing, pricing, and others.	Northeastern California SBDC
Education & Workforce Development		
2006 Report	Improve the education product and level of student participation/achievement through the development of new learning programs throughout the County.	
2010	Develop Manufacturing Career Path Programs (1)	Education & Workforce
2010	<i>Develop Heath Careers Career Path program (1)</i>	<i>Education & Workforce</i>
2009	Incorporate Internship Program into SUSD, support small learning communities and investigate Ford Foundation grants (1)	Education & Workforce
2008	Promote the development of a manufacturing pathway for students within San Joaquin County (1)	Education & Workforce
2008	Promote the internship program that has been lead by WorkNet. (1)	Education & Workforce
Ongoing	Employee Outreach and Recruitment Program, and WorkNet Assessment Center, which help employers recruit and screen job applicants	San Joaquin County WorkNet
Ongoing	Job Training, custom-tailored if necessary to employers' needs.	San Joaquin County WorkNet

¹¹ An affiliate of the Northeastern California SBDC Program sponsored by: CSU Chico Research Foundation/Center for Economic Development and the U.S. Small Business Administration.

Ongoing	Rapid Response Program, providing assistance to employers facing layoffs, downsizing, changing skill needs, etc.	San Joaquin County WorkNet
Ongoing	One-Stop employment services	San Joaquin County WorkNet
Quality of Life		
2006 Report	San Joaquin County cultivates a robust "quality of life," with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.	
	Projects, 2010	
	• City of Ripon - Mistlin Softball Fields	
	• San Joaquin County – Airpark 599	
	• City of Stockton - Waterfront Connection Project - Phase 2	
	• City of Stockton - Weber Avenue Streetscape Beautification Phase 2	
	• City of Stockton - Miner Ave Compete Street and Revitalization Project - Phase 2	
	• City of Stockton - RWCF Energy Management Plan	
	• City of Stockton - California Street Rehabilitation Project	
	• City of Tracy -Tracy Downtown Plaza	
(1) These line items are identified in "Goals" in the "San Joaquin Partnership Economic Development Strategic Plan, 2010 January - May" [update], but more closely resemble objectives/strategies of the goals identified in the 2006 report.		

VIII. CEDS Plan of Action

The following table shows recommended Action Plan Items in the context of corresponding Goals, Programs, and recommended five-year Objectives. Existing programs are shown in the “Programs” column; otherwise these cells are blank.

This table is a condensed version of material shown in Section V; it does not include the goals/strategies and Action Items that are not specifically recommended for the 5-year Action Plan.

Date of goal/objective	Goals, Related Strategies, and Action Items	PROGRAMS (where applicable)
Economic Development Focus (see also <i>Blueprint</i> Goal B4)		
2006 Report	Economic Development is broad-based, addressing the needs of the residents of the county through business development and life enhancement efforts, all resulting in long-term economic prosperity.	
	<ul style="list-style-type: none"> • Agree on the County’s economic development vision 	
	<ul style="list-style-type: none"> • Establish economic-development-focused review panel, and consolidate comprehensive set of goals from multiple sources, making their relationship to economic development explicit. 	
	<ul style="list-style-type: none"> • Develop a Marketing Campaign appropriate to the new Vision, a broad ED approach, and (most importantly) target industries. 	
	<ul style="list-style-type: none"> • Review existing marketing materials and outline status, alternatives for updating, costs, etc. 	
2010	<i>Blueprint</i> Goal (B5): Identify and pursue opportunities to increase goods movement as an essential part of economic development	
	<ul style="list-style-type: none"> • Review this <i>Blueprint</i> goal in terms of coordinating it with target industries 	
Economic Development Marketing		
2006 Report	To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.	
	<ul style="list-style-type: none"> • Review County’s position relative to recession-related problems 	
	<ul style="list-style-type: none"> • Conduct research to index recession-related problems to some benchmark. Include neighboring competing counties in study. 	
	<ul style="list-style-type: none"> • Review County’s position relative to progress made in last 5 years 	
	<ul style="list-style-type: none"> • For Education, typically problematic to track progress, coordinate specification of meaningful measures with school officials, establish measurement database, and maintain. 	
	<ul style="list-style-type: none"> • Review County’s position relative to specific strategic recommendations from 2005 Angelou studies 	

	<ul style="list-style-type: none"> Determine status of specific strategic recommendations from 2005 reports, including levels of resolution, current relevancy, and follow-up needed (actions, institutional programming, etc.) 	
Business Climate		
2010	Address Greenhouse Gas Initiatives implementation	Industrial Investors and Developers Coalition
	<ul style="list-style-type: none"> Continue programs of monitoring fee issues, agricultural land mitigation and other greenhouse initiatives 	SJC Agricultural Mitigation Program
Sites & Infrastructure		
2006 Report	Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.	
	<ul style="list-style-type: none"> Downtown redevelopment. 	
	<ul style="list-style-type: none"> Support implementation of downtown revitalization in CEDS project list (under Quality of Life heading) 	
Entrepreneurship		
2006 Report	To improve the entrepreneurial environment in San Joaquin County through new programming.	
	<ul style="list-style-type: none"> Create incubators in the County. 	
	<ul style="list-style-type: none"> Support efforts to develop incubator facilities (in CEDS project list) 	
2010	Business Plan Competition (1)	Entrepreneurship
	<ul style="list-style-type: none"> Establish system for publicizing and institutionalizing this program 	
2009	Seek out more San Joaquin County Entrepreneurs and expand the education program (1)	Entrepreneurship
	Coordinate efforts with planned incubator facilities (in CEDS project list)	
2008	To attract Angel Investors and to support Entrepreneurs in San Joaquin County. (1)	Entrepreneurship
	<ul style="list-style-type: none"> Monitor and report on activity, successes, etc. 	
Tourism (see also <i>Blueprint Goal B3, on agriculture, and B7</i>)		
2006 Report	San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events and authentic venues.	
2009-2010	Support Agritourism development through SJC General Plan and development of a quarterly or seasonal events card (1)	Chambers & Allied Orgs.
	<ul style="list-style-type: none"> Continue to monitor General Plan issues 	
	<ul style="list-style-type: none"> Coordinate with economic development practitioners on best ways to integrate this tourism focus into target industry efforts, given the "amenity" aspects of agritourism in addition to its employment generation 	
Education & Workforce Development (see also <i>Blueprint Goal B6</i>)		
2006 Report	Improve the education product and level of student participation/achievement through the development of new learning programs throughout the County.	

2010	Develop Health Careers Career Path program (1)	Education & Workforce
	<ul style="list-style-type: none"> Continue current efforts directed to these programs, and include review of best practices nationwide 	
Quality of Life (see also <i>Blueprint</i> Goals B1 and B2)		
2006 Report	San Joaquin County cultivates a robust “quality of life,” with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.	
	<ul style="list-style-type: none"> Use redevelopment tools and improvement projects to comprehensively deter blight and add amenities 	
	<ul style="list-style-type: none"> Support implementation of amenity-generating projects in CEDS project list (under Quality of Life heading) 	
<p>(1) These line items are identified in "Goals" in the "San Joaquin Partnership Economic Development Strategic Plan, 2010 January - May" [update], but more closely resemble objectives/strategies of the goals identified in the 2006 report.</p> <p>(2) Programs through which listed organizations/committees are currently addressing goals/strategies.</p>		

The following Action Plan steps are specifically related to the ***San Joaquin County Regional Blueprint***, which comprehensively addresses development issues in San Joaquin County.

Objective: Closely monitor and participate in the implementation phases and other aspects of the *San Joaquin County Regional Blueprint* and related San Joaquin COG processes, especially those related to developing a Sustainable Community Strategy in response to California Senate Bill No. 375. Specifically:

- Ensure that land use planning and other policy direction is compatible with economic development strategies.
- Monitor overall development policy and activity, and promote policies and results that support the repayment of infrastructure debt.
- In the preparation of economic development marketing materials, include elements that clearly tie the region’s inherent advantages and opportunities to its challenges and its strategic direction – in economic development and also in overall, comprehensive planning.
- Monitor development market conditions, especially housing development generated by both internal and external forces (e.g. for the County to serve as bedroom community to neighboring metro areas), to ensure that economic development interests are served in terms of, for example:
 - Matching housing supply with the evolving (including the target-industry-serving) *locally employed* labor force.

- Preserving land needed for economic activity, including agricultural land and prime sites for office/industrial use, all in balance with environmental and other land use goals.

Coordination with State of California Economic Development Priorities

The *San Joaquin County Regional Blueprint* (January 2010) referenced above in this CEDS, has a role in coordination with State Economic Development Priorities. As stated in the *Blueprint* (pages 18-19), “many of the planning processes and tools developed during the four-year *Blueprint* planning process will provide a reference point to begin developing a Sustainable Communities Strategy (SCS) required by (State of California) SB 375. The SCS is a separate planning element required as part of future Regional Transportation Plan (RTP) Updates.

The San Joaquin Partnership, a key component of economic development practice in the County, incorporates State economic development incentives into its range of services.

In addition to its overall programmatic focus on business assistance, the San Joaquin County Economic Development Association (SJCEDA) has specific programmatic roles involving state and multi-county substate coordination, including the following:

- **New and Expanded State Enterprise Zone.** The EDA led a successful countywide effort to win a new 15-year 638-square-mile Enterprise Zone Designation. The EZ, which began operations on June 22, 2008, now includes five cities and the County.
- **Rapid Response Program.** The SJCEDA Rapid Response Team continues to be a member of the Bay Area Rapid Response Roundtable and was instrumental in the development of the Central Valley Rapid Response Roundtable. These groups respond to major business issues or closures that affect the entire Central Valley and the Bay Area. In 2009, the Rapid Response Team provided assistance to 57 area businesses, which were either downsizing or closing, resulting in 109 rapid response orientations to bring dislocated services to approximately 5,793 affected employees.

IX. Performance Measures

The following performance measures are related specifically to San Joaquin County's unique goals and challenges addressed by the CEDS. The focus of the performance measures is documenting the extent to which the County's economic development indicators reflect movement toward greater economic "balance," in the following respects:

Performance Measure	Data source	Responsible agency	Data update						
Extent to which the number of new/retained employees – in firms new to the area or involved in economic development retention/expansion activities – increases faster in higher-wage categories (R&D etc. and Manufacturing) than other categories, compared to the baseline of existing employment by sector, for: <table border="1" data-bbox="239 527 1050 667"> <tr> <td>R&D; professional/technical, etc.</td> <td>Call Center</td> </tr> <tr> <td>Manufacturing</td> <td>Retail</td> </tr> <tr> <td>Distribution/wholesale</td> <td></td> </tr> </table>	R&D; professional/technical, etc.	Call Center	Manufacturing	Retail	Distribution/wholesale		Reporting by client firms; baseline from SJP	SJC ED Assoc.	Annual
R&D; professional/technical, etc.	Call Center								
Manufacturing	Retail								
Distribution/wholesale									
Per capita income lag with the state average decreases	Census ACS data	SJC ED Assoc.	Annual/multi-year as avail.						
Compare new firms and employees to private development expectations as reported in <i>Understanding the Jobs Potential for San Joaquin County 2010-2012, Public & Private Sectors</i>	Reporting by client firms	SJC ED Assoc.	Annual thru 2012						
Lowered overall unemployment rates, relative to the State, especially in cities with rates above the County average, in which Stockton is the current leader	California Employment Development Dept.	SJC ED Assoc.	Annual, for latest annual and latest month #s						
Increases in non-residential building permits, by number and value, above community averages, for areas where development capacity was increased because of infrastructure improvements, for private investment	Cities/County building depts. Define affected areas	Cities/County building depts.; SJC ED Assoc.	Annual						
New public-facility investment, by type and dollars, described in terms of relationship to CEDS	Relevant agencies	Relevant agencies; SJC ED Assoc.	Annual						
Other private capital investments in production, service capacity	Reporting by client firms, as available	SJC ED Assoc.	Annual						
Worker out-commuting decreases as a proportion of total employment	Census ACS data	SJC ED Assoc.	Annual/multi-year as avail.						

APPENDIX A
LIST OF CEDS TASK FORCE MEMBERS

First Name	Last Name	Company/Agency	Area of Representation
Ron	Addington	Business Council	Business Organization
Fran	Aguilera	Employment & Economic Development Department	Workforce & Economic Development
Hope	Arechar	Economic Development Association	Economic Development
Augustine	Beltran	Northern California Carpenters	Union Organization
Kevin	Birkholz	City of Manteca	City Economic Development
Greg	Folsom	City of Stockton	City Economic Development
Henry	Hesling	City of Escalon	City Economic Development
Frank	Ferral	Economic Development Association	Economic Development & Business
Hazel	Hill	San Joaquin Delta College	Education/Economic Development
Wendell	Youngsma	Revolving Loan Fund	Business Financing/Development
Phonxay	Keokham	San Joaquin County	County Government
Mike	Locke	San Joaquin Partnership	Economic Development
Ursula	Luna-Reynosa	City of Tracy	City Economic Development
Villanueva	Juan	Port of Stockton	Economic Development
Gillian	Murphy	San Joaquin Delta College SBDC	Small Business Development & Incubator
Ken	Zuidervaart	City of Ripon	Economic Development
Raymond	Racinos	Laborers Union, Local 73	Union Organization
Donna	Roberts	State of California	Workforce Development
John	Solis	San Joaquin County Worknet	Workforce/Economic Development
Shelly	Burcham	San Joaquin Partnership	Economic Development
Doug	Wilhoit	Greater Stockton Chamber of Commerce	Business Organization

APPENDIX B
LIST OF WORKFORCE INVESTMENT BOARD MEMBERS

WORKFORCE INVESTMENT BOARD

NAME	TERM IN YEARS	ORIGINAL APPOINTMENT DATE	TERM EXPIRES	AREA OF REPRESENTATION
Gene Acevedo President/Co-owner Bilingual Weekly 2034 Pacific Avenue Stockton, CA 95204 (209) 941-0597 Fax: E-mail: acevedo@bilingualweekly.com Mailing Address: (same as above)	2	1/27/09	1/27/11	Private Sector At-large
Velma Bagby Deputy Division Chief State Employment Development Dept. 450 Civic Center Plaza, Suite 120 Richmond, CA 94804 (916) 955-8338 Fax: (916) 319-1775 E-mail: vbagby@edd.ca.gov Mailing Address: (same as above)	2	8/22/10	8/22/12	Employment Development Department
Agustin A. Beltran Field Representative Local Union 25 Carpenters 1421 Moffat Boulevard Manteca, CA 95336 (209) 993-7340 Fax: (209) 239-5128 E-mail: abeltran@nccrc.org Mailing Address: 577 Branding Iron St. Oakdale, CA 95361	2	8/10/99	7/31/11	Labor Organizations
Tony Bertolucci Electrician International Brotherhood of Electrical Workers, Local 595 1531 El Pinal Drive Stockton, CA 95205 (209) 462-0751 Fax: (209) 467-1013 E-mail: tonyb@ibew595.org Mailing Address: (same as above)	2	9/09/08	9/14/12	Labor Organizations

<p>Mary Kennedy-Bracken TYPP, Owner 1565 Poppy Hill Lane Tracy, California 95377</p> <p>And;</p> <p>President Lathrop Chamber of Commerce P.O. Box 313 Lathrop, CA 95330 (209) 740-6503 E-mail: mkennedybracken@sbcglobal.net Mailing Address: 1565 Poppy Hill Lane Tracy, CA 95377</p>	2	6/09/09	6/09/11	Private Sector At-large`
<p>Joseph E. Chelli Director Human Services Agency P.O. Box 201056 Stockton, CA 95201 (209) 468-1650 Fax: (209) 932-2600 E-mail: jchelli@sjgov.org Mailing Address: (same as above)</p>	2	2/17/04	2/16/12	Human Services Agency
<p>Ardria D. Climons Rehabilitation Supervisor California State Dept. of Rehabilitation 1507 E. March Lane Stockton, CA 95210 (209) 954-4164 Fax: (209) 473-6511 E-mail: aclimons@dor.ca.gov Mailing Address: (same as above)</p>	2	2/14/08	2/16/12	Vocational Rehabilitation Programs
<p>Ron Cotten Manager/Loan Consultant The Sigma Company 1112 N. Main Street, Box 332 Manteca, CA 95336 (209) 825-5306 Fax: N/A E-mail: Ron@SigmaHomeLoans.com Mailing Address: (same as above)</p>	2	6/14/05	8/07/11	Private Sector 5 th District
<p>Gene Davenport Secretary/Treasurer International Longshore and Warehouse Union #54 22 N. Union Street Stockton, CA 95205 (209) 464-1827</p>	2	2/17/09	2/17/11	Labor Organizations

Fax: (209) 464-5709 E-mail: gened@lodinet.com Mailing Address: (same as above)				
Mick Founts Superintendent of Schools SJC Office of Education P.O. Box 213030 Stockton, CA 95213-9030 (209) 468-9033 Fax: (209) 468-4975 E-mail: mfounts@sjcoe.net Mailing Address: (same as above)	2	8/31/10	7/31/11	Education
Terry L. Givens Vice President & General Manager Anheuser-Busch, Inc. 3932 Budweiser Court Stockton, CA 95215 (209) 943-3120 Fax: (209) 943-3168 E-mail: Mailing Address: 5167 Poppy Hills Circle Stockton, CA 95219	2	3/22/05	3/17/11	Private Sector At-large
Peter L. Halver Division Manager Northern California Chapter, National Electrical Contractors Association 1531 El Pinal Drive Stockton, CA 95205 (209) 676-0583 Fax: E-mail: pete@norcalneca.org Mailing Address: (same as above)	2	9/14/10	9/14/12	Private Sector At-large
Sandra L. Johnson Human Resource Director The Record 530 E. Market Street P.O. Box 900 Stockton, CA 95201 (209) 546-8240 Fax: (209) 943-8502 E-mail: sjohnson@recordnet.com Mailing Address: (same as above)	2	8/17/99	8/07/11	Private Sector 4 th District
Ann Johnston CEO The Balloonery, Inc. 1346 E. Harding Way Stockton, CA 95205 (209) 466-3601 Fax: (209) 466-7365 E-mail: balloonery@sbcglobal.net	2	8/17/99	8/07/11	Private Sector At-large

Mailing Address: (same as above)				
Barbara Kauss Executive Director Housing Authority of San Joaquin County 448 S. Center Street Stockton, CA 95203 (209) 460-5065 Fax: (209) 460-5165 E-mail: bkauss@hacsj.com Mailing Address: (same as above)	2	3/24/09	3/24/11	Housing Authority
Michael E. Locke President/CEO San Joaquin Partnership 2800 W. March Lane, Suite 470 Stockton, CA 95219 (209) 956-3380 Fax: (209) 956-1520 E-mail: mlocke@sjpnet.org Mailing Address: (same as above)	2	8/10/99	7/31/11	Economic Development
Steve Lopez Business Representative Operating Engineers, Local #3 1916 N. Broadway Stockton, CA 95205 (209) 456-2185 Fax: (209) 948-2319 E-mail: slopez@oe3.org Mailing Address: (same as above)	2	6/09/09	6/09/11	Labor Organizations
Dan Maloney Neon Dreams, Owner P.O. Box 1104 French Camp, CA 95231 (209) 601-0746 Fax: (209) E-mail: danmaloney@clearwire.net Mailing Address: 300 E. North Manteca, CA 95336	2	11/06/07	1/12/12	Private Sector At-large
Mark Martinez Premier Security & Fire, Owner 3430 Tully Street, Ste. 20 Modesto, California 95350 And; CEO SJC Hispanic Chamber of Commerce 306 E. Main Street, Suite 303 Stockton, CA 95202 (209) 943-6117	2	9/23/03	8/07/11	Private Sector 3 rd District

<p>Fax: (209) 943-0114 E-mail: mmartinez@sjchispanicchamber.com Mailing Address: 4236 Black Butte Circle Stockton, CA 95209</p>				
<p>Debby Moorhead Executive Director Manteca Chamber of Commerce 821 W. Yosemite Avenue Manteca, CA 95337 (209) 823-6121 Fax: (209) 823-9959 E-mail: directordebby@manteca.org Mailing Address: (same as above)</p>	2	10/18/05	11/24/11	Elected Official 5 th District
<p>Albert J. Nunes President A.C. Trucking, Inc. P.O. Box 987 Manteca, CA 95336 (209) 823-3224 Fax: (209) 823-1668 E-mail: anunes@acttrucking.com Mailing Address: (same as above)</p>	2	1/10/06	2/16/12	Private Sector At-large
<p>Sheri Oneto, Consultant Owner Development Resource Services 6333 Pacific Avenue, Suite 224 Stockton, CA 95207 (209) 430-8618 Fax: N/A E-mail: developmentresourceservices@yahoo.com Mailing Address: (same as above)</p>	2	8/17/99	8/07/11	Private Sector 2 nd District
<p>Christopher Paige Deputy CEO & COO California Human Development Corp. 3315 Airway Drive Santa Rosa, CA 95403 (707) 521-4726 Fax: (707) 523-3776 E-mail: chris.paige@chdcorp.org Mailing Address: same as above</p>	2	12/07/04	1/27/11	Migrant Seasonal Farmworkers
<p>Cal Thomas Parker Casa de Sol, Owner 1950 Sonora Street Stockton, California 05205</p> <p>And;</p> <p>Treasurer Economic Development Association P.O. Box 5156 Stockton, CA 95205</p>	2	8/10/99	7/31/11	Private Sector At Large

(209) 946-0334 Fax: (209) 943-3507 E-mail: casadelsolinc@aol.com Mailing Address: (same as above)				
Raymond Recinos Business Manager/Secretary Treasurer Laborers Union, Local 73 3984 Cherokee Road Stockton, CA 95215 (209) 466-3356 Fax: (209) 466-2780 E-mail: rrecinos@liuna73.org Mailing Address: (same as above)	2	8/10/99	7/31/11	Labor Organizations
Kevin Robertson General Manager Del Terra Farms, LLC 33600 S. Koster Road Tracy, CA 95304 (209) 835-2792 Fax: (209) 836-4609 E-mail: calagr@gmail.com Mailing Address: (same as above)	2	2/17/09	2/17/11	Private Sector At-large
Jessie Garza-Roderick Vice President Roderick Pharmacy Group, Inc. 6233 Crooked Stick Circle Stockton, CA 95219 (209) 969-5715 Fax: (209) 957-9528 E-mail: jgarza-roderick@deltacollege.edu Mailing Address: (same as above)	2	8/17/99	8/07/11	Private Sector At-large
Daniel J. Schroeder Attorney Neumiller & Beardslee 509 W. Weber Avenue, 5 th Floor Stockton, CA 95203 (209) 948-8200 Fax: (209) 948-4910 E-mail: dschroeder@neumiller.com Mailing Address: (same as above)	2	8/17/99	8/07/11	Private Sector At-large
Julian Sepulveda Owner/Manager Sepulveda's Truck Painting & Body Shop 130 S. Union Street Stockton, CA 95205 (209) 462-1658 Fax: (209) 462-0190 E-mail: sepulvedastruck@sbcglobal.net Mailing Address: (same as above)	2	8/10/99	8/07/11	Private Sector 1 st District

<p>John M. Solis Executive Director Employment and Economic Development Department 56 S. Lincoln Street Stockton, CA 95203 (209) 468-3511 Fax: (209) 462-9063 E-mail: jsolis@sjworknet.org Mailing Address: (same as above)</p>	2	8/10/99	7/31/11	Chief Local Elected Official WIA Rep.
<p>Cynthia Summers Realtor Keller Williams Realty 3555 Deerpark Drive, Suite 100 Stockton, CA 95217 (209) 478-5300 Fax: (209) 957-0232 E-mail: cynthiasummers@pacbell.net Mailing Address: 5351 Verdi Way Stockton, CA 95207</p>	2	8/17/99	8/07/11	Private Sector 2 nd District
<p>Tony G. Washington Director Just Say No Stockton, Inc. P.O. Box 693242 Stockton, CA 95269 (209) 461-2966 Fax: (209) 461-3066 E-mail: twashington@frcsj.org Mailing Address: 7485 Shoreline Drive Stockton, CA 95219</p>	2	8/17/99	8/07/11	Community Based Organizations
<p>Ernest Williams President African American Community Service Organization P.O. Box 6386 Stockton, CA 95206 (209) 513-8190 Fax: N/A E-mail: Mailing Address: (same as above)</p>	2	8/17/99	8/07/11	Community Based Organization

Vacancies: 1				Private Sector 1 st District
1				Private Sector 3 rd District
1				Private Sector 4 th District
1				Education
1				Job Corp
1				Labor

WIB/Youth Council Members	Appointment Date	Category
Candace Blue Director of Public Relations Humphreys College 6650 Inglewood Avenue Stockton, CA 95207 (209) 478-0800 Fax: (209) 235-2986 E-mail: cblue@humphreys.edu Mailing Address: (same as above)	8/21/02	Individuals that have experience relating to youth activities/local education agency.
Mary Ann Cox 5250 Claremont Avenue, Suite 209 Stockton, CA 95207 (209) 969-9017 Fax: (209) E-mail: mcoxmartin@comcast.net Mailing Address: (same as above)	11/17/99	Individuals that have experience relating to youth activities/local education agency.
Susan Drake 3710 Portsmouth Circle South Stockton, CA 95219 (209) 951-1984 Fax: (209) 472-9664 E-mail: susanjdrake@sbcglobal.net Mailing Address: (same as above)	12/01/04	Individuals that have experience relating to youth activities.
Stephanie James Deputy Chief Probation Officer San Joaquin County Probation Dept. 575 W. Mathews Road French Camp, CA 95231 (209) 468-4069 Fax: (209) E-mail: sjames@sjgov.org Mailing Address: (same as above)	3/25/09	Juvenile Justice

Barbara Kauss	3/24/09	Housing Authority
Priscilla Mikaio 3044 Nyssa Court Stockton, CA 95212 (209) 468-3661 Fax: N/A E-mail: N/A Mailing Address: (same as above)	1/26/00	Parents of eligible youth seeking assistance.
Raymond Recinos	4/26/00	Members of the Local Board who have special interest or expertise in youth policy/apprenticeship training program serving youth.
Jessie Garza-Roderick	9/16/99	Members of the Local Board who have special interest or expertise in youth policy/private sector.
Michelle Sanders 2938 Lonnie Beck Way Stockton, CA 95209 (209) 981-1069 Fax: N/A E-mail: N/A Mailing Address: (same as above)	3/23/05	Individuals that have experience relating to youth activities, including youth participants/in-school.
Julian Sepulveda	9/16/99	Members of the Local Board who have special interest or expertise in youth policy/private sector.
Tony Washington	9/16/99	Members of the Local Board who have special interest or expertise in youth policy/non-profit agency serving youth.
Vacant	9/16/99	Members of the Local Board who have special interest or expertise in youth policy/local education agency.
Vacant		Job Corp

Appendix C: CEDS PROJECT EVALUATION MATRIX

Quantitative Project Evaluation Matrix: San Joaquin County CEDS

Project:

City:

		Input type	Submitter's	Raw score	Factor weights	Calculated score	Notes
Enhance local economy	Supports growth in high-paying jobs (a)	(a)		-	1.00	-	
	Creates jobs in industries/occupations with above-average projected growth rates	Y/N (c)		-	1.00	-	
	Committed (documented) private sector investment that would occur as a result of the project and support long-term jobs	Dollar Amount (b)	0	-	1.00	-	
	Relates to existing/ targeted clusters	Y/N (c)		-	1.00	-	
	Supports innovation and competitiveness	Y/N (c)		-	1.00	-	
	Encourages entrepreneurship	Y/N (c)		-	0.75	-	
Regional cooperation	Involves technology transfer or other linkages	Y/N (c)		-	0.75	-	
	Non-EDA public sector project funding committed	Dollar Amount (d)	0	-	1.00	-	
Special conditions	Project is consistent with both regional and local ED goals	Y/N (c)		-	1.00	-	
	Project links historic preservation and ED	Y/N (c)		-	0.25	-	
	Project involves economic revitalization of brownfields	Y/N (c)		-	0.25	-	
Other criteria	Project uses best available technologies, construction, etc. practices to minimize energy use & environmental impacts	Y/N (c)		-	0.75	-	
	Is the project located in a redevelopment project area or state Enterprise Zone? Please specify in the "notes" column.	Y/N (c)		-	0.50	-	
	Project fills critical gap in the local infrastructure or other components that are vital to the locality	Y/N (c)		-	0.50	-	
	Project significantly leverages or is leveraged by other public investment that indirectly supports project.	Y/N (c)		-	1.00	-	

Total Score 0

Footnotes:

(a) Job type values
10 R&D
8 Manufacturing
6 Distribution/wholesale
4 Call Center
4 Retail
0 Custom: [Identify]

(b) Enter dollar amount of committed, documented private sector investment. 0 (0 to 10 scale) - value corresponds to the ranking of project based on the % of private sector investment. Ex: The project with the highest percentage of private sector investment would receive a "10." The scale can be adjusted as necessary, while maintaining 10 as the maximum score.

(b) Yes/No Values
10 Yes
0 No

(d) Enter dollar amount of non-EDA public sector funds committed to project. 0 (0 to 10 scale) - value corresponds to the ranking of project based on the % of non-EDA public sector investment. Ex: The project with the highest percentage of non-EDA public sector investment would receive a "10." The scale can be adjusted as necessary, while maintaining 10 as the maximum score.

The Quantitative Project Evaluation Matrix provides a method for evaluating individual projects as well as comparing projects to one another. The criteria for evaluation fall into four primary categories: (1) Enhance local economy, (2) Regional cooperation, (3) Special conditions, and (4) Other criteria.

The inputs for all rows (with the exception of Rows 9 & 14) must be selected from the drop-down boxes. The values for cells E9 & E14 are derived from the figures input into Footnote Tables (b) and (d).

Values for responses can be adjusted within the Footnote tables. In Footnote (a), we have included an option to input a custom job type and the corresponding value in cells B34 and C34. Once included, the drop down options for cell E9 will automatically be updated. Note: If used, custom job types and values will need to be input into each project tab individually.

The factor weights for all of the project tabs are linked to the values within the "Input" tab.

The "Raw Score" column converts input information into quantitative values according to the corresponding unit values for these responses shown in the footnotes.

Each criterion has a corresponding factor, or weight, that translates into a "calculated score" for that particular item. The "Total Score" provides a sum of the "calculated scores," and this figure will act as a comparative measure among projects.

Note that this form should be viewed by project submitters as primarily a way of focusing attention on criteria that are both key to EDA and meaningful for general economic considerations as well.

~~2014~~
Before the Board of Supervisors
Bestolarides/Ruhstaller/5
County of San Joaquin, State of California

B-13-224

MOTION: Bestolarides/Ruhstaller/5

San Joaquin County Economic Development Vision and Implementation Plan

The Board of Supervisors does hereby:

1. Approve the attached report titled San Joaquin County Economic Development Vision and Implementation Plan; and,
2. Direct the County Administrator and affected County departments to initiate implementation of the eight key recommendations contained in the report.

Elliott, Bestolarides, Villapudua, Ruhstaller, Vogel

None

None

None

I HEREBY CERTIFY that the above order was passed and adopted on March 12, 2013 by the following vote of the Board of Supervisors, to wit:

AYES: Elliott, Bestolarides, Villapudua, Ruhstaller, Vogel

NOES: None

ABSENT: None

ABSTAIN: None

MIMI DUZENSKI
Clerk of the Board of Supervisors
County of San Joaquin
State of California



Mimi Duzenski

County of San Joaquin



San Joaquin County Economic Development Vision and Implementation Plan

March 2013

Board of Supervisors

Carlos Villapudua, 1st District
Frank L. Ruhstaller, 2nd District
Steve J. Bestolarides, 3rd District
Ken Vogel, 4th District
Bob Elliott, 5th District



San Joaquin County

ECONOMIC DEVELOPMENT VISION AND IMPLEMENTATION PLAN

March 2013

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INTRODUCTION

San Joaquin County is uniquely positioned to take advantage of the next economic cycle. As the overall U.S. economy improves, led by the technology sector in the Bay Area, San Joaquin County and its cities have been positioning themselves to catch this next wave of growth and prosperity. Various studies have been prepared over the last several years that provide an excellent assessment of the County's strengths and opportunities. These studies form the basis and reference points for this vision and implementation plan. We are also fortunate in this County that many public and private groups involved in economic development work cooperatively as Business Team San Joaquin (see page 9 for list of member agencies).

This document is an assemblage and condensation of the major recommendations for economic development, along with an update based on the most current economic and demographic information. It is also an update of the County's General Plan, which includes recommendations for additional appropriate commercial and industrial land.

This policy document and its recommendations have the endorsement of the San Joaquin County Board of Supervisors and County Administration.

The document has recommendations for implementation actions as well as recommendations for regular updates to the Board of Supervisors so that the document remains relevant and useful.

RELEVANT STUDIES THAT ARE BACKGROUND

The following studies have been deemed to have valuable information and insights as to what the San Joaquin County community has been doing the last few years to improve its opportunity for quality development and are incorporated into the report by reference.

STUDIES

1. Report: San Joaquin Strategic Plan (for economic development) San Joaquin Partnership, January 2006 by Angelou Economics

This document was the most comprehensive study that has been done to date, and involved several cities, the County, the business community, and the education community. It was guided by an advisory committee representing these groups. This report was released just before the reversal of the economy in 2007, resulting in the weakening of several of these recommended clusters.

An initial assessment of strengths and weaknesses was done, and from that, cluster analyses from which eight strong industry clusters were recommended for San Joaquin County and the San Joaquin Partnership to pursue:

- Agriculture
- Food Processing
- Logistics/Distribution

- Materials Supply
- General Services
- Housing and Construction
- Government
- Retail and Wholesale Trade

Based on these clusters the following target industry profiles were recommended by the report.

- Value-Added Food Processing with niches in Wine, Organics, Health/Snack, Nutritionals
- Air Transportation including Avionics, Maintenance and Storage, Micro Jets, Freight
- Logistics and Distribution including Automotive OEM, Aftermarket (the closing of NUMMI eliminated auto suppliers)
- Medical Manufacturing and Supplies including Hospital, Home Care, Biometric/Laser
- Agriculture Technologies including Fuels, Biotech, Horticulture, Fertilizers/Feeds
- Clean Energy Technologies covering Fuel Cell, Biomass, Waste, Solar, Wind

Based on changes in the global economy and new market trends, the San Joaquin Partnership list of target industries has been refined from the original recommendations.

The current list is as follows:

- Specialized Manufacturing
 - Medical Equipment and Supplies
 - Food Processing
 - Agriculture Technology
 - Energy Resources and Technology
 - Construction Materials Manufacturing
- Backroom Office and Information Technology
- Logistics/Distribution

The study also setup eight goals:

- Economic Development Focus
- Economic development marketing

- Business Climate
- Sites and Infrastructure
- Entrepreneurship
- Tourism
- Education and Workforce Development
- Quality-of-Life

2. San Joaquin Council of Government San Joaquin County Regional Blueprint Vision, January 28, 2010

The primary purpose of San Joaquin County Regional Blueprint is to establish a coordinated long-range (year 2050) regional vision between transportation, land use, and the environment from an overall quality-of-life perspective. This document both summarizes the San Joaquin County process and sets the stage for future action.

Guiding Principles:

1. Sustainable Planning and Growth
2. Housing Choice
3. Transportation and Mobility Options
4. Farming and Agriculture
 - To sustain agriculture in San Joaquin County as an economically viable and thriving industry, while also recognizing its unique contribution to the overall quality-of-life in the County.
5. Preservation of the Environment
6. Economic Development
 - Strategically position San Joaquin County to compete with other regions throughout the State, the nation, and the global economy.
 - Identify and pursue opportunities to increase goods movement as an essential part of economic development.
7. Education and Workforce Development
8. Cultural Richness and Unique Attractions

3. San Joaquin County Comprehensive Economic Development Strategy (CEDS) Report November 3, 2010

This report was prepared by the San Joaquin County Employment and Economic Development Department with the Workforce Investment Board and the CEDS Taskforce. This report and its recommendations were adopted by the Board of Supervisors.

This report was prepared and formatted to comply with the U.S. Department of Commerce, the Economic Development Administration (EDA) requirements, and was mandatory for receipt of EDA funding.

It is a very comprehensive report. It incorporates and updates the recommendations of the 2006 San Joaquin Partnership study. There was extensive coordination with other municipalities and the business community. The report also has an updated industry cluster analysis to identify target industries.

4. 2011 San Joaquin Council of Governments' Regional Transportation Plan

This document included the goal, "Support Economic Vitality," and two objectives: 1) Improve Roadway Access to Key Strategic Economic Centers and 2) Promote Safe and Efficient Strategies to improve the movement of goods. Steps to implement these objectives generally addressed increasing access to economic centers by all transportation modes, decreasing the impact of goods movement on residential areas, and increasing rail grade separation facilities.

5. San Joaquin County Commuting (Regional Analyst October 2011)

(Prepared by the UOP Eberhardt School of Business Forecasting Center in partnership with the San Joaquin Council of Governments.)

This concise report analyzes the significant commute patterns around San Joaquin County, including the out-commuters who live in San Joaquin County but work in the Greater Bay Area. That number was over 61,000 in 2010 and continues to grow with the expansion of jobs and the lack of housing in the Bay Area. This is a significant talent pool; it is generally more highly educated and paid as compared to non-commuters. Their education levels and skills of the pool can be marketed in San Joaquin's efforts to attract new businesses.

6. San Joaquin Valley Regional Industry Cluster Analysis and Action Plan September 2012

(Prepared for California Partnership for the San Joaquin Valley and Office of Community and Economic Development CSU Fresno, by Applied Economics.)

This is a regional study whose goal is to "move the Valley to the next stage of innovation and global leadership". The study identifies five key strategic action plan clusters with potential high growth and business/job creation opportunities.

Local agencies such as the County Employment and Economic Development Department and educational institutions in this area are already implementing some of these recommendations.

7. California and Metro Forecast UOP Eberhardt School of Business Forecasting Center October 2012

This recent forecast (updated annually) highlights statewide trends in various economic sectors and also breaks down the forecast by several Northern California Metro areas.

The study assumes that the State will have a slow but steady business recovery over the next several years. The report indicates that the most significant growth areas will be:

- New construction leading the State in job growth
- Health services
- Professional, scientific and technical services
- Administration and support industries

Locally (Stockton MSA), the forecast is for a strong return to job growth with construction; professional and business services; leisure and hospitality; and financial activities sectors leading.

8. The Economic Impact of Wine and Grapes in Lodi (2009)

(Prepared for the Lodi District Grape Growers Association and the Lodi Wine Grape Commission in May 2009 by Stonebridge Research.)

This report highlights the importance of the wine industry in San Joaquin County. The report cites the fact that the 750 grape growers and 75 operating wineries create almost 15,000 jobs and have a full economic impact of \$5 billion in San Joaquin County.

The Lodi Appellation has gained increased recognition and value. There are nearly 100,000 vineyard acres in the appellation, which support this vital economic engine. Thousands of jobs in cultivation, creating, production, and tourism are generated by this rapidly expanding market. There is also a Tracy Appellation that has started to gain recognition, which covers a large area of the Southwest part of the County.

SAN JOAQUIN COUNTY'S GENERAL PLAN UPDATE 2030

An effort is underway now to comprehensively update the County's General Plan. A preferred alternative has been prepared, and staff is analyzing over 70 proposals by property owners to change the land use designation on their property, primarily from agriculture use to urban industrial or commercial. Both the preferred alternative and the requested modifications were considered by the Board in February 2013. A final hearing date has not yet been set. Overall, the Plan Update has the following key features for the unincorporated areas of the County:

1. Agricultural and open space preservation
2. Compact, city-centered growth
3. Appropriate unincorporated community growth
4. Encourage employment and commercial centers
5. Adequate infrastructure and services

Sound land use policies like these will preserve and enhance the robust quality-of-life enjoyed by most County residents and will help assure the fiscal health of county government.

As noted above, over 70 requests were submitted by private property owners and their representatives, many to convert agricultural land to urban commercial and industrial uses. The

landowner requests have been reviewed by the Planning Commission and will be presented to the Board of Supervisors for consideration in February 2013, along with the Planning Commission Preferred Growth. The Board will use the Planning Commission Recommended Alternative to refine the County's approach to future growth and development and create the Preferred Growth Alternative. The Preferred Growth Alternative will then be used for preparing the detailed General Plan land use and circulation diagrams, updating the General Plan goals and policies and preparing the Environmental Impact Report. Many of these changes have been deemed appropriate and will expand the availability of commercial and industrial land in the County; hence, will bolster efforts of the County and the San Joaquin Partnership to recruit new businesses and create more jobs.

KEY RECOMMENDATIONS

Partnership for Economic Development is the key message of San Joaquin County. For over 20 years, the public and private sectors have worked as a partnership to improve infrastructure and to ready sites and buildings to attract business and government investments that have created jobs opportunities for San Joaquin citizens. Government elected and professional staffs have a pro-business development attitude since communities have prepared for growth rather than fought improvements in approved areas. This is a competitive advantage since there are few geographic areas where all of the local public agencies, the business community, and the public/private economic development entities and organizations are working cooperatively to create new jobs and promote a positive business environment.

The County has a successful history shown by the County Employment and Economic Development Department which has continuously provided business retention, job training assistance programs, and financial incentive programs. By recently forming Business Team San Joaquin, they have created a community link with the seven cities economic and community development staffs, as a bi-monthly exchange of information and education on changing development techniques. The County's responsive and helpful Community Development Department deals efficiently with daily development opportunities to grow business investment. The quality and flexibility of professional staff at all levels of local government is a competitive advantage for retaining, growing, and attracting jobs.

Finally, the San Joaquin Partnership is an award winning public/private partnership that has continuously teamed over 20 years to provide prospects with a confidential coordinated service offering that assure that all communities get a fair opportunity in marketing locational benefits to attract jobs. Working throughout the County and the seven cities, it provides an extended hand and a wealth of data and information that assists new businesses in choosing successful business location. The San Joaquin Partnership markets the County and communities externally to prospects.

Together, all of these factors have led to San Joaquin County adding a senior level position in the County Administrator's Office to partner with this successful business recruitment and attraction team.

8 KEY RECOMMENDATIONS

Should the Board approve the recommendations, staff will implement the following key efforts and programs to effectuate positive change to the County's economic future:

1. Economic Development Focus

Continue and expand the current business retention efforts and the recruitment efforts to target expansion and relocation needs of existing Greater Bay Area businesses, as well as new businesses that are looking at the Greater Bay Area. The County and Partnership should effectively market the existing talent pool of over 61,000 workers who commute daily to the Greater Bay Area.

2. Economic Development Marketing

Package and market all entitled shovel-ready major industrial and commercial properties along with any properties which may be added by the pending General Plan Update with a strong marketing campaign to the brokerage community, developers, and major companies.

3. Business Climate/Talent

Continue to tap the private sector talent to build on the already positive business climate. Recruitment successes should be highlighted in the County's marketing efforts and those individuals could become the County's best recruitment marketing tool. The talent pool of over 61,000 daily commuters to the Bay Area also needs to be part of the sales program.

4. Site and Infrastructure

Support the growth of targeted industries by improving physical infrastructure assets, such as the seaport and the airport. The County and Partnership should support legislative efforts to save and secure Enterprise Zones and to strengthen Infrastructure Finance Districts as a substitute for redevelopment. The County should review its inventory of land assets and identify appropriate parcels that could be sold or leased for economic development purposes.

5. Entrepreneurship

Foster a supportive environment for entrepreneurs including continuing of support for the Angel Investor Program, and reach out to the venture capital community in the Greater Bay Area to assist in local project financing.

6. Tourism

Recognize and expand tourism as an economic driver for San Joaquin County, focus on areas such as the wine industry, agri-tourism and the Delta waterways, as well as entertainment, cultural events, and authentic venues.

7. Education & Workforce Development

Create programs focused on preparing the workforce for San Joaquin County’s target industries (incorporating the individual cities’ strategies) and overall growth strategies for all. Continue the work already started by the County Employment and Economic Development Department. The County and Partnership would work with Delta College and University of the Pacific to develop programs and training that will match the skill needs of companies that we are trying to attract.

8. Quality-of-Life

Work toward the overall improvement of the quality of life in the County, with a focus on centers of commerce, additional entertainment venues, parks, retail, mixed-use/lifestyle environments in each downtown, and office space for residents and resident business. Improve the fiscal health of the County by enhancing the tax base.

LIST OF MEMBER AGENCIES

Business Team San Joaquin

- | | |
|--|--|
| Pacific Gas & Electric | Miracle Mile Improvement District |
| Ca. Manufacturers & Technology Association | Northern California Carpenters |
| City of Escalon | Port of Stockton |
| City of Lathrop | Ripon Chamber of Commerce |
| City of Lodi | San Joaquin County Administrator’s Office |
| City of Manteca | San Joaquin County Council of Governments |
| City of Ripon | San Joaquin County Human Services Agency |
| City of Stockton | San Joaquin Delta College |
| City of Tracy | San Joaquin Delta College SBDC |
| Downtown Stockton Alliance | San Joaquin Partnership/Business Council |
| EEDD/San Joaquin County WorkNet | San Joaquin Valley United Air Pollution Control District |
| EEDD/EDA/EZ | SMART/San Joaquin RTD |
| Greater Stockton Chamber of Commerce | State EDD |
| Laborers Union, Local 73 | Stockton Airport |
| Lodi Chamber of Commerce | Tracy Chamber of Commerce |
| Lodi Electric Utility | |
| Manteca Chamber of Commerce | |

APPENDIX

See attached Appendix A-G.



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California Partnership
for the San Joaquin Valley
2012 Annual Report

connect



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California Partnership for the
San Joaquin Valley

Letter to Governor Brown

Dear Governor Brown and Members of the Legislature:

On behalf of the board of directors of the California Partnership for the San Joaquin Valley (Partnership), we present the 2012 Annual Report. This report begins July 2011, where our 2010–2011 Report concluded, and covers Partnership activity through June 2012.

We want to thank the board members for their commitment to the Valley by serving on the Partnership Board. Many of them greatly contributed to the creation of the Partnership, and we honor and appreciate their contribution and countless hours of volunteer work.

The Partnership undertook several planning strategy sessions during the year. Because much has occurred since the Strategic Action Plan (SAP) was prepared in 2005, the 10 work groups were asked to review their individual SAP goals and identify goals that they felt were still applicable and could be accomplished within the next two years. These goals were then reviewed by the board and incorporated into a two-year revised SAP.

The Partnership held a Leadership Summit in Bakersfield in October in conjunction with the Partnership Annual Meeting. The highlight of the Summit was a panel discussion between eight State of California Cabinet Secretaries and the Chair of the Board of Supervisors from each of the Valley's eight counties. The result was a frank discussion of where the state and Valley could work together in the coming year.

In March, the Partnership conducted the first of what promises to be an annual Regional Economic Summit. The intent of this Summit was to identify an action plan to focus on Infrastructure, Workforce, Innovation, Regulation/Sustainability and Access to Capital. The issues, opportunities and recommendations of that Summit were forwarded to a State Summit held in Santa Clara in May. The Partnership, led by Pete Weber, played a strong role in the planning for the State Summit, and the San Joaquin Valley was well-represented at the event.

The Partnership continues to be active in sustainable planning through the Smart Valley Places initiative, a compact of 14 Valley cities, four regional nonprofit organizations, Fresno State, California Central Valley Economic Development Corporation and San Joaquin Valley Regional Policy Council, which builds on the Partnership's Strategic Action Proposal and the San Joaquin Valley Regional Blueprint's smart growth principles. The Partnership this year completed the Valley Legacy initiative, which brought the region's K–12 education, higher education and workforce investment board systems into alignment to better prepare people for occupations in high-growth industry sectors.

The Partnership's board of directors would like to express its appreciation to the Secretariat staff at California State University, Fresno, the staff of the Great Valley Center and all Valley stakeholders who have engaged in this regional effort. We also would like to thank local and regional agencies, nonprofits and those in the private sector that have given support through in-kind and financial contributions, specifically, Kaiser Permanente Central Valley and Valley CAN.

We would like to thank the James Irvine Foundation for its financial support. The Irvine funding marked the first direct funding received by the Partnership since the state funding in 2008. We applaud their foresight in investing in the worthwhile effort. We also want to thank everyone who has contributed their time and expertise to our 10 work groups.

Valley residents should be encouraged by the promising steps that have been taken in the past year. By working together to achieve the Valley's potential as California's 21st Century Opportunity, the Partnership is crafting a vision of the San Joaquin Valley that was not previously thought possible.

Ashley Swearengen
Partnership Chair
Mayor
City of Fresno

Corwin Harper
Partnership Deputy Chair
Senior Vice President
Kaiser Permanente Central Valley

Diana Dooley
Partnership Deputy Chair
Secretary
California Health and
Human Services Agency

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Program Leadership & Partners

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Executive Summary: Secretariat

The Office of Community and Economic Development (OCED) is uniquely positioned as the Secretariat for the Partnership to serve the region and align university resources with Valley initiatives. OCED programs, communications and key relationships with internal and external stakeholders provide a platform for leveraging those resources. The Partnership's activities for the period July 2011 through June 2012 are highlighted in the next section.

Administration Report Valley Legacy

In fall 2009, the California Partnership for the San Joaquin Valley (Partnership) was awarded \$2 million dollars in funding through Workforce Investment Act (WIA) Discretionary Funds to conceptualize, plan, and implement a demonstration project that encompassed five deliverables aimed at preparing the future workforce of the San Joaquin Valley (Valley) for high-wage, high-demand jobs in five targeted industry sectors: agribusiness, including food processing and biotechnology; water technology; renewable energy; manufacturing; and logistics/distribution. Twelve demonstration projects in eight counties followed the resulting model with significant results including: 392 high school students prepared for careers in manufacturing, biotechnology, logistics and distribution; four high schools added six new courses in emerging career areas; 323 adults impacted by the English Learner Institute, from beginner to intermediate to advanced, over three semesters; teachers modified teaching strategies to include "hands on" methods; development of a website of clean energy activities in the Valley for students, job seekers, educators; entrepreneurial pathway programs established at 11 Valley community colleges; and business and education sharing responsibility for student learning.

The final report and a video highlighting the structure and accomplishments of the grant have been provided to Valley legislators and community stakeholders to educate them

on the purpose of the grant and build a foundation for future funding requests. These tools may be found at www.ValleyLegacy.com.

Valley Leadership Exchange

In October 2011, the Partnership conducted a Valley Leadership Exchange, the first of its kind in the Valley, in conjunction with the 2011 Partnership Annual Meeting in Bakersfield. Local and regional elected officials, agencies and civic leaders were invited to this private exchange — with more than 350 attending — to hear an update from State Cabinet Secretaries on specific initiatives, a review of the State of Our Region and a Q&A session, as well as an opportunity for networking with other Valley leaders.

San Joaquin Valley Housing Collaborative

The Partnership Secretariat assumed the role of administrative lead of the San Joaquin Valley Housing Collaborative (SJVHC), a 501c3 regional collaboration of public and private housing experts and stakeholders from the eight-county region that serves as a forum to identify, discuss, and address housing issues and challenges. Activities included organizing the region's first Affordable Housing Summit in collaboration with the Federal Reserve Bank of San Francisco and the California Coalition for Rural Housing. Nearly 170 people participated in the summit, discussing foreclosure recovery and the road to homeownership, affordable housing and the loss of redevelopment, and sustainable community strategies. The goal of the summit was to bring the region together with experts

from throughout the state to discuss regional strategies to the Valley's housing challenges. SJVHC is interested serving the needs of the region, particularly in regards to affordable housing projects now that redevelopment agencies, which provided that funding, no longer exist. The Affordable Housing Summit generated \$10,000 in revenue to sustain SJVHC's work.

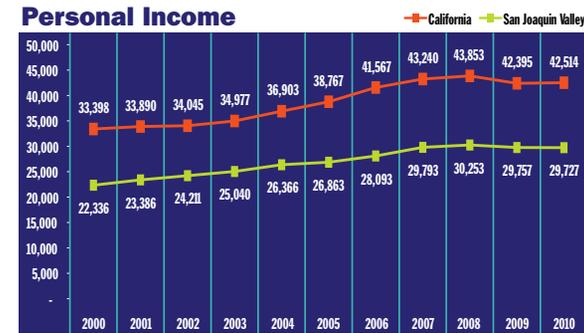
Smart Valley Places

Smart Valley Places (SVP) is the Valley's smart growth initiative funded by a \$4 million grant awarded through the U.S. Department of Housing and Urban Development. With a focus on regional collaboration to develop a regional plan for sustainable development, SVP is coordinated by the Partnership and is driven by a compact of 14 of the Valley's largest cities from throughout the eight counties in the Valley, in partnership with

four regional nonprofit organizations, Fresno State, the California Central Valley Economic Development Corporation, and the San Joaquin Valley Regional Policy Council, which represents all eight county Metropolitan Planning Organizations in the Valley.

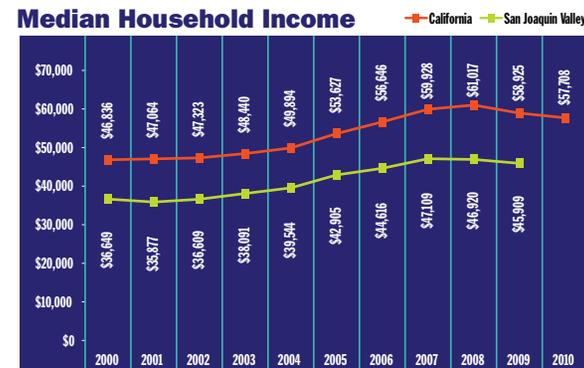
Building on the Partnership's Strategic Action Plan and the San Joaquin Valley Regional Blueprint's smart growth principles, SVP is the Valley's roadmap to transforming itself, from one of the most challenged and underserved areas of the country into a region that embraces and reflects smart growth and sustainable development that will impact not only the health and prosperity of the region but the whole of California. The Partnership completed SVP's first year in full compliance with HUD protocol and program requirements.

Personal Income



Per capita income is calculated by the Bureau of Economic Analysis by dividing its estimate of total personal income by the U.S. Census Bureau's estimate of total population. Per Capita Income in the San Joaquin Valley region was \$29,727 in 2010, the latest year with available data, which was \$12,787 less than the state average.

Median Household Income



Median household income - level that half of the area's households earn more and half earn less - is the income midpoint and estimated annually by the U.S. Census Bureau. In the San Joaquin Valley, it increased every year between 2001 and 2007, peaking at \$47,109. From 2001 through 2005, it grew faster in the Valley than the state. The pace of growth slowed below the state's pace then began declining as the recession hit in 2007. During the recession, household income did not see the hit it took in the state; partially due to a combination of home abandonment and more co-housing, propping up income measured at the household level.



While SVP-funded activities are occurring within the Valley's largest cities, the complementary Blueprint Integration Project is providing an opportunity for smaller cities in the Valley to address the issues of smart growth within the rural areas. These efforts represent an unprecedented opportunity to build relationships, share knowledge, and generate enthusiasm for smart growth in the Valley. Combined, these two projects provide Valley cities with the opportunity to create sustainable communities. SVP and the Blueprint Integration Project presented a Valley-wide smart growth convention in Modesto in May 2012.

San Joaquin Valley Regional Economic Summit

The Partnership hosted the inaugural San Joaquin Valley Regional Economic Summit, one of a series of regional summits across the state that contributed to a statewide conversation and strategy for economic development. Titled "Building Prosperity for the Valley Ag Value Chain," this San Joaquin Valley Regional Economic Summit developed a roadmap for Valley Ag Value Chain prosperity and assisted in prioritizing high-impact policy recommendations that were offered at the California Economic Summit in May 2012. Key elements of the Valley plan include: Regulatory Reform, Access to Capital, Infrastructure Needs, Workforce Issues, Ag Land Preservation, and Sustainable Growth.

The Partnership published the results of its March 2012 summit in the San Joaquin Valley Regional Economic Summit Final Report.

This report may be found on the Partnership website at www.sjvpartnership.org, under About Us or at: tinyurl.com/SJVPartnership

Videos were produced for five issue discussions:

- Infrastructure Needs
- Regulation, Preservation, Sustainable Growth
- Workforce Needs
- Innovation and Entrepreneurship
- Access to Capital

The above videos may be found at tinyurl.com/SJVPartnershipVideos.

The California Economic Summit 2012 Summit Action Plan (Action Plan) provides a roadmap for promoting California's jobs and competitiveness. Prepared by leaders from across California, the Action Plan identifies specific actions that we can take to secure California as the Golden State. Through seven Signature Initiatives, the Action Plan presents recommendations on the state and local level to add value to our business climate by investing in infrastructure and people and reducing the cost of doing business by streamlining our complex regulatory process. For the complete Action Plan, visit tinyurl.com/CAeconomyActionPlan.

Annual Report

The 2010-2011 Partnership Annual Report was distributed electronically at the 2011 Partnership Summit. The report was printed for further distribution and presented to the Partnership Board of Directors at the first quarterly meeting of 2012.

Sustainability of the Partnership

Building trust and relationships throughout the San Joaquin Valley has put the Secretariat and the Partnership in prime position to lead the Valley toward regional solutions. Through collaboration and its unique regional structure, the Partnership is prepared to quickly apply for complex grants that require cross-boundary programs and multiple regional partners. Therefore, the Secretariat has dedicated staff searching for funding opportunities and building relationships with local, state and national funders. This approach has proved to be successful as the James Irvine Foundation, U.S. Economic Development Administration (EDA), California's Workforce Investment Agency (WIA) and U.S. Department of Housing and Urban Development (HUD) have invested in the Valley and more importantly have entrusted the Partnership's Secretariat to implement the funded programs.

Looking Ahead

Throughout this report, the future priorities for the New Valley (10 work groups), Smart Valley Places, and the San Joaquin Valley Regional Broadband Consortium are illustrated. Moreover, the board and the Secretariat have set priorities which are linked and leveraged with complementary initiatives providing clear leadership and blazing the path for others to follow. Those initiatives are: infrastructure development, sustainable planning, and job creation.

1 Infrastructure Development

Key focuses require immediate attention to ensure the Valley is not overlooked. These include water supply and reliability, goods movement, high-speed rail, and the expansion of broadband access throughout the Valley. New developments in these core areas are continuous and will remain priorities for the Partnership moving forward.

2 Sustainable Planning

Integrating smart growth principles into planning is essential to our region's progress. By creating more transportation choices, equitable affordable housing, greater economic competitiveness, and healthier, safe, and walkable neighborhoods, we are creating a smarter and more sustainable Valley. These activities are shaping future growth trends that will impact the health and prosperity of the region and the entire state of California for generations to come.

3 Job Creation

By strengthening our regional industry clusters, developing our workforce skills and streamlining regulation, business will develop, higher paying jobs will surface, and the Valley's economy will flourish. This will take several years to come to fruition; however, by partnering with the Valley's Central California Workforce Collaborative, the California Central Valley Economic Development Corporation, and other local, regional and statewide agencies, the Valley is positioned for success.



Financials

The Office of Community and Economic Development at Fresno State (OCED) received a \$5 million grant from the state of California in 2006 to build the framework of the Partnership. Half of the funds were designated for two-year seed grants and divided among 14 organizations selected to fulfill the Partnership's Strategic Action Plan. The other half supported administration of the Secretariat, the 10 work groups and an annual report and meeting. For 2009–2010, Valley COGs provided more than \$100,000 to assist with administration costs. Kaiser Permanente gave \$30,000 in support of the 2011 Annual Summit which garnered nearly \$60,000 in total donations. No other direct funding was received until 2012 when the James Irvine Foundation awarded OCED \$200,000 for administration, communications and work group coordination. An additional \$200,000 is designated for the 2012-2013 budget year. OCED is able to sustain administration and coordination of the Partnership by leveraging funds from Fresno State, \$117,000, and the James Irvine Foundation, \$200,000; grants from state and federal agencies assist with meeting the goals of the Partnership and its work groups.



For the 2011-2012 fiscal year, OCED received \$2,766,809 from the following sources, which are listed with the funded program: \$28,125 from U.S. Department of Agriculture for a Pathways to Rural Economic Progress (PREP) grant; \$164,715 from U.S. Economic Development Administration for a Valley Connect grant; \$1,159,099 from the federal Workforce Investment Act of 1998 (WIA) — 15% California Governor's Discretionary Funds for the Valley Legacy grant (\$894,137 provided to Valley Legacy partners); \$1,264,870 from U.S. Department of Housing and Urban Development for Smart Valley Places (SVP), a sustainable communities initiative, (includes \$1,086,758 for SVP consortium members); and \$150,000 from California Public Utilities Commission for the San Joaquin Valley Regional Broadband Consortium.

Efforts to organize the San Joaquin Valley Regional Economic Summit generated \$25,000 in donations from partners of the Partnership. Through the San Joaquin Valley Housing Collaborative, \$7,500 in donations was generated to support the planning and organization of the region's inaugural Affordable Housing Summit.

The unprecedented level of positive feedback from participants generated an excitement that emphasized the importance of regional discussion regarding the agricultural value chain.



San Joaquin Valley Regional Economic Summit

In May 2012, the California Stewardship Network and California Forward hosted the inaugural economic summit for the state of California. The principal purpose of the summit was to convey to policymakers what is needed to revitalize California's regional economies.

To prepare for the statewide summit, a series of regional summits took place up and down the state focusing on developing policy recommendations to bolster regional economies and ultimately the state of California. The California Partnership for the San Joaquin Valley was asked to host the San Joaquin Valley Regional Economic Summit, with a focus on the agricultural value chain — from production agriculture to packing, food processing and distribution as well as biomass and biofuels, ancillary businesses such as water technology and manufacture of agricultural and food processing equipment, and supporting services.

The San Joaquin Valley Regional Economic Summit was held on March 29, 2012, and drew an audience of 265 leaders from across the eight-county region. The unprecedented level of positive feedback from participants generated an excitement that emphasized the importance of regional discussion regarding

the agricultural value chain. This event served as the venue to discuss common interests and generate action-oriented state and regional policy recommendations — something that is greatly needed to secure the economic prosperity of the Valley's agricultural value chain moving forward.

Background

California remains an extraordinarily important economy, larger than the national economies of all but seven nations; however, the trend lines are concerning. As recently as 2004, California was the 5th largest economy in the world. The state's unemployment rate for the last two years has been the second highest in the nation. What is even more significant is that California's unemployment rate has been higher than the national average every year since 1990, which strongly suggests that California is not achieving its potential.

In 2005, state administration under the leadership of Sunne Wright McPeak, former Secretary of Business, Transportation and Housing, convened 17 Economic Vitality Conversations — 12 regional and 5 statewide — which produced a construct of building blocks to generate economic comparative advantage for California. Several recent reports have validated findings from the Economic Vitality Conversations. The state of California, however, has yet to incorporate these findings into a state economic development strategy. In the August 2011 report “An Economic Growth and Competitiveness Agenda for California,” prepared by The Brookings Institution and McKinsey Global Institute and under the direction of Lieutenant Governor Gavin Newsom, Mr. Newsom states, “For more than ten years, the state of California has lacked

a strategic, statewide economic plan. And in the last decade we have reaped the bitter consequences.”

In September 2011, the Think Long Committee of California released the report “Jobs, Infrastructure and the Economy” based on analysis of 20 years of previous reports and interviews with more than 50 business, government, labor, and academic leaders from across the state’s regions. The report’s recommendations revolved around three themes:

- California is an economy of distinct regions
- Productivity and innovation are key to future growth and prosperity
- Public policy should promote productivity and innovation in both public and private sectors

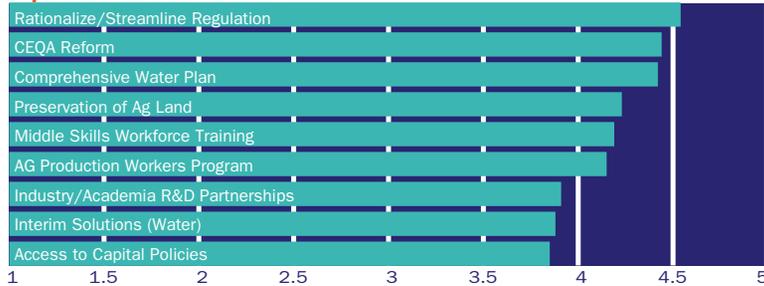
California Stewardship Network published “Thriving Regions Lead to a Thriving State: A Shared Agenda for Action.” California Forward issued the report “Growing California’s Regional Economies: An Economic Growth Strategy for the State of California.”

These reports provide an excellent framework for analyzing both the challenges and opportunities of the California economy; but as each indicates, a statewide economic plan must be developed “from the regions up.” Globalization has fundamentally changed how we compete. Regions — with distinct industry clusters, specially trained workforces and customized infrastructure

— are now the foundation for establishing competitive advantage. All regions will benefit from a statewide strategy that reduces the cost of doing business by rationalizing the state’s complex regulatory process, and all regions will add value to the business climate by investing in innovation, infrastructure and people. However, the specifics for how to accomplish this must be tailored to deliver added competitive advantage to the industry clusters of each region. It is vitally important that the regional strategies be integrated into a whole; but it all begins with an understanding of what will make each region globally competitive.

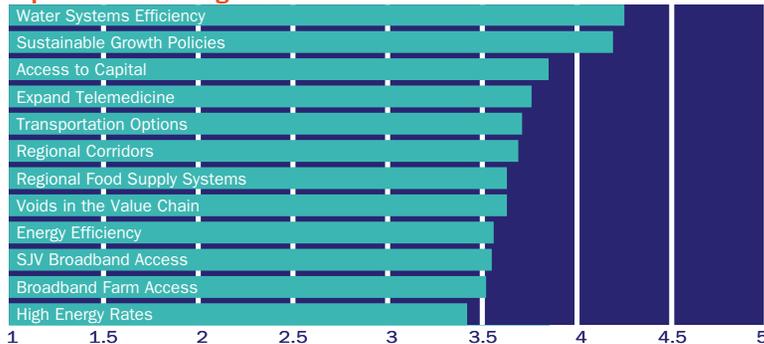
San Joaquin Valley Regional Forum

Top Priorities for State Action



San Joaquin Valley Regional Forum

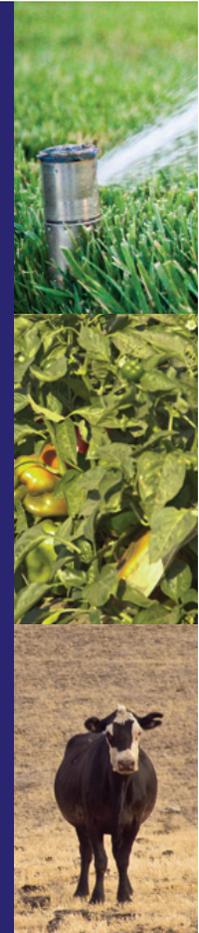
Top Priorities for Regional Action



What will make each region globally competitive?

The statewide economic summit was preceded by regional summits in 14 different California regions. For the first of what are expected to be annual economic summits, the eight-county San Joaquin Valley chose to focus its attention on the Ag Value Chain for the following three reasons:

- 1** The Ag Value Chain is a major driver of California’s economy, employing about 2.5 million Californians. California’s agricultural production receipts total \$37.5 billion, more than the total GDP of one hundred countries. And that is only production receipts, before including the multiplier as you go up the value chain. Additionally, the Ag Value Chain is a major contributor to California exports (\$12.8 billion in 2010);
- 2** in spite of the significant economic diversification taking place in the San Joaquin Valley, the Ag Value Chain remains the principal economic engine of the region, generating a GDP of \$26 billion — more than half of California’s Ag Value Chain output; and,
- 3** contrary to popular perception, the Ag Value Chain offers significant near-term job creation opportunities. While it is true that farm employment will continue to decline as production agriculture continues its history of innovation and mechanization, opportunities for adding value in the chain are substantial. Research conducted by the state’s Centers of Excellence projects that California’s Ag Value Chain could create 182,000 jobs in the next five years. The technological advances of agriculture coupled with the addition of value up the chain means that these will be significantly higher wage jobs than the San Joaquin Valley has historically experienced.



Findings

At the regional summit held in Fresno on March 29, panels of experts presented recommendations on ways to encourage innovation, support productivity and encourage investment. Topics included the San Joaquin Valley's infrastructure, workforce and capital needs; how to reduce regulatory burdens; and how to enhance the climate for innovation and entrepreneurship. Some recommendations focused on what the private and public sectors can do at the local level, while others focused on what the state needs to do. An audience of 300 participants then ranked the importance they attached to each of the issues discussed.

The charts on page 14 show the issues ranked most important for state action and those ranked most important for regional action. Valley "champions" have been identified to address each of these actions. Recommendations for state action were submitted for consideration at the May 11 statewide summit.

The organizers of the statewide and regional summits are committed to not producing more reports that gather dust on some shelf. The commitment is to action. California is still a remarkable place, with some of the most innovative people in the world as well as extraordinary geographic and climatological assets. What policy makers must recognize is that decisions resulting in economic growth are made by the private sector based on their self-interest. The most successful economic regions in the world have a critical mass of like industries engaging in similar work. The public sector can assist these regions or impede their progress. These summits are intended to help California determine what policies, strategies and actions must be pursued to support the development of vibrant, globally competitive economic regions that attract investment, create jobs, and return California to its status as the Golden State.

The final report of the San Joaquin Valley Regional Economic Summit "Building Prosperity for the Valley Ag Value Chain: Issues, Opportunities and Recommendations" may be found on the Partnership website at www.sjvpartnership.org under About Us; from the drop down menu select Regional Economic Summit 2012 or visit tinyurl.com/SJVPartnershipFinalReport.



San Joaquin Valley Regional Industry Cluster Analysis Project

In August 2011, the Office of Community and Economic Development (OCED) received an Economic Adjustment grant from the U.S. Economic Development Administration for several activities, including the preparation of a San Joaquin Valley-wide economic cluster analysis and a Cluster Action Plan.

The San Joaquin Valley (Valley) has been a leader in cluster-based strategies, starting with "The Economic Future of the San Joaquin Valley" report in 2000, the Fresno Regional Jobs Initiative (RJI) in 2003, the "Innovation Economy Agenda" in 2006, and the evolution of economic development from industry targets to strategic clusters, especially through the county Economic Development Corporations (EDCs). Building upon these efforts, the Partnership's Strategic Action Plan (SAP) in 2006 — "The San Joaquin Valley: California's 21st Century Opportunity" — identified five key regional clusters of opportunity for focused action: agribusiness, health and medical, manufacturing, renewable energy, and supply chain management and logistics.

These clusters reflected shared priorities across the Valley and represented sectors where the region's competitive advantage was considered to be strong or emerging. The SAP became "The New Valley" program, with 10 implementation work groups. Most of the work groups are led by OCED's partners at the regional level, such as the California Central Valley Economic Development Corporation (CCVEDC) which leads the Economic Development Work Group, and the Central California Workforce Collaborative (CCWC) which co-leads the Higher Education and Workforce Development Work Group. OCED supports the Partnership work groups and also supports the overall RJI as well as staffing two of its 12 clusters. Several of the Partnership work groups are managed by Fresno State institutes.





The current project addresses a number of concerns:

- The regional cluster analysis has not been updated since 2006.
- The Valley has been more severely impacted by the “Great Recession” than most of California’s other regions and needs to reposition itself.
- The global economy is experiencing structural changes which demand new responses at the regional level.
- Local budget challenges constrain the ability of many jurisdictions, partners and business champions to manage, implement and support county and regional cluster initiatives.

Even in areas where the Valley has a competitive advantage, such as agriculture and logistics, the Valley is not capturing the “value chain” — where value is added along the continuum of economic activity within the components of a cluster. Instead, goods flow out of the Valley where value is added later, and businesses and industries that buy goods and services from other businesses are buying a significant share of those goods and services outside the Valley (“leakage”).

There also are areas of opportunity that can be leveraged best at the regional level. Increasingly, the regional networks of economic development, workforce and education partners have developed cluster-related targets and initiatives. Many state and federal agencies are making major investments in the Valley to address systemic, structural socioeconomic challenges in an integrated way, including sector-based strategies in areas like health care, renewable energy, recyclables, and public sector infrastructure. There is an increasing public policy and investment focus on building local and regional food systems; renewable energies; technologies to improve air quality and water quality and use; goods movement and sustainable infrastructure systems, including those related to the high-speed rail and water; and linking all of these

areas for improved community, public and environmental health. These are areas where the Valley has potential to compete and to transform its future.

Applied Development Economics (ADE) was retained to conduct the cluster analysis and prepare the Action Plan, in collaboration with the Valley’s many partners and stakeholders, including employers, who will be implementing the Action Plan on the ground. The project’s findings have resulted in consideration of how to align OCED and Fresno State’s organizational capacity and resources for the next stage of the Partnership’s New Valley strategy, and an effective role for the Partnership as the economy begins to recover.

ADE analyzed the Valley’s major economic sectors and validated that the five original New Valley clusters continue to be the shared priorities across the region although they have been expanded upon through the value chain concept and adding the dimension of wellness to health more explicitly than past approaches. The water technology cluster also exists across the Valley (although it is quite small in a few counties). The analysis indicates that as of 2010, these clusters represent about 43 percent of total employment in the region; but during the 2001-2010 period were responsible for 85 percent of private sector job growth. In addition, the construction cluster, which was hit very hard during the recession, faces the prospect now of growth through public infrastructure investments over the next 10 years. This creates the opportunity to reinvigorate the existing RJ construction cluster by shifting its focus from residential and commercial construction to public sector infrastructure, and regionalizing the cluster for greater impact.

The cluster analysis and partner/stakeholder engagement process provides the platform for the evolution of the clusters in the Valley and the role of OCED, Fresno State and the Partnership, including the organization of the New Valley work groups. One clear message, both through the documentation of cluster and partner initiatives and the stakeholder

engagement process (including with some Partnership board members), was that an important value-added role for the Partnership is to:

- **Network**
Help connect the many efforts across the region that are cluster-based or support the clusters (cluster foundations such as infrastructure, including broadband, sustainable communities, financing, environmental quality, and education and workforce)
- **Convene**
Play a convening role for the bigger Valley issues that are not being addressed in other forums to drive the growth and vitality of the clusters
- **Integrate**
Provide the synergy across the region, helping to knit together the clusters, the issues and the initiatives for shared priorities
- **Advocate**
Promote and advocate regarding cluster priorities on behalf of the Valley
- **Catalyze**
Be a catalyst for collaboration and the flow of innovation, including through the elevation of models

The Partnership plays many of these roles already, and the next step is for more intentional engagement around cluster-based economic development. Leadership and engagement of board members in relevant cluster areas will be of great benefit. In addition as noted, the SAP resulted in the creation of 10 work groups to implement the five-year action plans (2006-2011). The work groups are in varying levels of capacity and operational status and should be focused to support the implementation of the Action Plan, building on the existing efforts of OCED and partners.



infrastructure development

Increased attention and investment in the San Joaquin Valley's infrastructure is needed to ensure the Valley can meet future demands of population growth and economic prosperity. These include water supply and reliability, goods movement, high-speed rail, and the expansion of broadband access throughout the Valley. New developments in these core areas are continuous and will remain priorities for the Partnership moving forward.

Water Quality, Supply & Reliability

MISSION: Ensure a reliable, adequate quality water supply to sustain a high quality of life, and a world-class agricultural sector, while protecting and enhancing the environment.

California Water Institute Fresno State

David Zoldoske, *Director*
Jim Tischer, *Program Adviser*
Sarge Green, *Program Director*

and Stanislaus), this effort is the result of the Partnership's goal: "Framework for a Valley Water Plan." A key goal is to ensure ongoing Delta Water supplies while improving regional and local self-reliance for water supplies.

Accomplishments & Impacts

ACCOMPLISHMENT

Development of Delta Counties Coalition (DCC) and Partnership Water Policy Resolutions and Candidate Projects List. While inclusive of the Delta counties (San Joaquin, Contra Costa, Solano, Yolo, and Sacramento) and San Joaquin Valley counties (Kern, Tulare, Kings, Fresno, Madera, Merced,

IMPACT

Common vision for specific collaborative water policy initiatives in a 12-county (Kern County to Yolo County) area. Implementation phase of the vision will be mutually supported and regionally beneficial projects affirmed by the resolution actions boards of supervisors in all signatory counties. The current list includes up to 25 precedent-setting projects that will meet the goals.

ACCOMPLISHMENT

Continued development of expanded San Joaquin Valley Integrated Regional Water Management Plan. The critical water supply issue in the San Joaquin Valley is the groundwater basin. Ongoing work to show the value and needs of that basin included continued efforts to visually display the basin condition. The efforts include sharing the display and knowledge about the basin so that the management needs can be sufficiently understood and result in a significant implementation element of the Valley Water Plan.

IMPACT

Enabled a shared vision of mutually supported and regionally beneficial water management strategies and implementable projects across water districts, cities, counties, state and federal agencies.

ACCOMPLISHMENT

Proactive engagement and technical support for Disadvantaged Communities (DACs), and their advocates, to significantly improve water quality in DAC areas. New reports about groundwater quality issues in the Valley, especially in rural areas, have resulted in a grant from U.S. Environmental Protection Agency Region 9 to assist with evaluating the conditions and needs of DACs. Ongoing work in the Tulare Basin, funded by a state grant, also will develop a template for potential solutions, Valley-wide.

IMPACT

Clean, healthy water for DACs to improve social and economic outcomes in targeted regions.

Goals & Desired Outcomes

GOAL

Enable funding and implementation of affirmed, linked, and regionally beneficial DCC/Partnership projects in the 12-county region.

OUTCOME

Implementation of shared vision for beneficial water projects in greater Central Valley region.

GOAL

Complete Phase II of San Joaquin Valley Water Plan.

OUTCOME

Complete the San Joaquin Valley roadmap for establishing and implementing water projects that establish and strengthen connecting linkages between cities, counties, local, state and federal agencies.

GOAL

Develop framework and financeable plan for providing healthy drinking water to DACs throughout the Central Valley.

OUTCOME

Clean, healthy drinking water for DACs and improved social and economic outcomes.

County Water Table Depth



Water table depth is used to measure the sustainability of water usage in the San Joaquin Valley. Groundwater depth statistics, which are reported by the California Department of Water Resources, are based on water well tests that include recordings of water depth. Only wells with at least one reading per between 2000 and 2009 were included. The San Joaquin Valley experienced a sustained drought between 2006 and 2009, resulting in deeper groundwater depth than seen in the past 10 years. However, a positive sign is that levels rose in the early part of the last decade when water was more plentiful. Rainfall increased in 2010 and 2011 resulting in significant rises in groundwater levels. There remains, however, a general trend of lower groundwater tables indicating unsustainable long-term water use. The state trend mimics the Valley's because a majority of the state's groundwater is pumped in the San Joaquin Valley.

kudos

San Joaquin Valley Interregional Goods Movement Study
San Joaquin Valley Regional Policy Council

Key Partners:

- Caltrans
- Fresno Council of Governments
- Kern Council of Governments
- Kings County Association of Governments
- Madera County Transportation Commission
- Merced County Association of Governments
- San Joaquin Council of Governments
- Stanislaus Council of Governments
- Tulare County Association of Governments

- Assess supply chain and logistic trends and how they will impact goods movement in the future;
- Create a prioritized investment plan of project improvements and strategies to increase the efficiency and reliability of the region's goods movement system; and
- Contribute to economic development, strong industries, and environmental health throughout the entire Valley.

The San Joaquin Valley Interregional Goods Movement Plan is a Valley-wide project that aims to create a prioritized goods movement investment plan for the multimodal infrastructure of the entire San Joaquin Valley; this includes its highways and roadways, rail facilities, air cargo facilities, intermodal centers, and ties to inland and marine ports. In addition to creating a blueprint for future investment into the region's goods movement system, the project will:

- Work with regional freight stakeholders to understand the issues, challenges, bottlenecks, and opportunities of the Valley's goods movement system;

The project began in late summer 2011 with a 24-month work plan. To date, the following segments of the report have been completed: Economic and Demographic Profile, Importance of Goods Movement in the Valley, Commodity Flow Profile, Commodity Growth Profile, Industry Profiles, and The Community, Environmental, and Economic Impacts of Freight Movement. In addition, numerous stakeholders have been engaged in the project. These study components and all other relevant information for this planning effort can be found at: www.sjvcogs.org/goods.html.

Miles Traveled Per Person



Traffic volumes on California State Highways are estimated annually and measured periodically on the ground by the California Department of Transportation (Caltrans). Caltrans also estimates vehicle hours of delay, which is the amount of time lost because of traffic slowed due to congestion. Vehicle hours of delay were only available for Caltrans districts until 2009, when measurements became available at the county level. Data is collected to help the state plan transportation improvements. All resulting datasets utilize different estimation methodologies and are not comparable. District six includes Madera County to the south, while district 10 includes Merced County to the north. The vehicle miles traveled per person for the San Joaquin Valley grew from 2000 to 2004 but declined significantly during the recession. Travel increased during the slow recovery through 2010, although not as much as in California. Vehicle hours of delay saw a generally decreasing trend between 2000 and 2008. Most of the delay was in district 10, where daily vehicle hours of delay fell from 3,980 in 2000 to 2,120 in 2008.

Daily Hours of Delay





In the coming years, we look forward to a digitally literate San Joaquin Valley with comprehensive broadband infrastructure and telehealth sites.

Spotlight

San Joaquin Valley Regional Broadband Consortium

In January 2012, the San Joaquin Valley Regional Broadband Consortium received funding from California Public Utilities Commission to bring broadband infrastructure to unserved and underserved communities in our region.

The San Joaquin Valley Regional Broadband Consortium (RBC) is an initiative of the California Partnership for the San Joaquin Valley and is being administered by the Office of Community and Economic Development at Fresno State with assistance from Great Valley Center in Modesto. The annual amount received is \$150,000 per year for up to three years. RBC is committed to accelerating the deployment, accessibility, and adoption of broadband within the eight counties of the San Joaquin Valley.

RBC members have been gathered from public and private sectors including local government, telecommunications providers, industry associations, economic development corporations, business development centers, local educational agencies and institutions of higher education, health delivery organizations, community-based and/or nonprofit organizations, and accessibility advocates. They bring years of experience in a variety of areas that enhance the ability to meet the RBC's major goals:

- 1 Expediting the provision of broadband access in all areas of the Valley
- 2 Promoting accessibility and utilization of broadband in targeted underserved and unserved communities and populations
- 3 Expanding and replicating successful model programs to increase access to broadband and Information Technology in order to bridge the digital divide
- 4 Accelerating deployment of broadband infrastructure through telemedicine and telehealth technology

As we move forward, yearly work will be planned in quarterly meetings which consist of breakout sessions focused on infrastructure, telehealth, and digital literacy. Meetings will rotate throughout the Valley. In addition, work groups in the focus areas articulated above will conduct meetings via conference call to guide RBC activities.

Pilot projects will be developed in the fields of infrastructure, telehealth, and digital literacy and will be designed for easy duplication by communities throughout the Valley. For infrastructure, RBC has joined with the City of Fresno's Information Technology team, the City of Fresno's SC2 team (U.S. Department of Energy, U.S. Department of Transportation, and U.S. Environmental Protection Agency), the U.S. Department of Agriculture - Rural Development, and Praxis Solutions, on a potential rural pilot project in the western San Joaquin Valley. This project would leverage the Valley's agricultural industry and bring broadband to unserved and underserved areas through sophisticated farming technology. Though still in its initial phases, this project would utilize broadband-equipped water sensors to maximize water efficiency in farming, something critical to the drought-prone Valley's long-term economic vitality. The project also will make the case for increased broadband access in rural areas, as the Valley is one of the richest agricultural areas on earth. During the next few years, all three RBC pilot projects will facilitate the development of best practices that can be used throughout the Valley and beyond to promote broadband adoption and deployment.

Another RBC objective will be to develop an infrastructure plan that outlines strategies for providing broadband throughout the Valley. To achieve this, RBC staff is beginning a series of meetings with the eight Valley counties to develop county-specific plans which will articulate county-specific barriers to deployment, identify a prioritized list of unserved and underserved communities, and outline strategies to provide broadband in this area. These plans will be integrated into the infrastructure plan.

In addition, RBC staff has developed a tool for the San Joaquin Valley Councils of Government Blueprint Toolkit website, which provides tools to help planners integrate sustainable planning practices into their planning activities. If approved, this site will include a tool to help local governments holistically integrate broadband infrastructure into their communities as a means of reducing greenhouse gas emissions.

While still in its first six months, RBC has made tremendous strides in engaging a variety of stakeholders to begin evaluating and strategizing for increased broadband access in the Valley. Though the Valley lags behind the rest of the state in terms of broadband adoption, RBC has already begun to empower our citizenry.

In the coming years, we look forward to a digitally literate San Joaquin Valley with comprehensive broadband infrastructure and telehealth sites.

Advanced Communications Services

MISSION: Facilitate the deployment and utilization of advanced communications services and information technology throughout the region.

San Joaquin Valley Regional Broadband Consortium

Rachel Audino, *Work Group Coordinator*
Office of Community and Economic Development
Fresno State
Dejeune Shelton, *Executive Director*
Great Valley Center

Accomplishments & Impacts

ACCOMPLISHMENT

Through Valley Legacy, the Office of Community and Economic Development at Fresno State partnered with Great Valley Center (GVC) to provide digital literacy training. GVC designated its program as Valley Connect, which wrapped up with the completion of WIA in 2012. GVC, however, will continue digital literacy training through the California Connects project, a grant it was awarded which offers a multipronged approach to increasing digital literacy and broadband access for underserved communities where computer and Internet access is still limited. In addition, digital literacy training will continue through the San Joaquin Valley Regional Broadband Consortium's Digital Literacy Work Group.

IMPACT

Valley Connect had a distinct positive impact for its targeted population of those underemployed or unemployed, low- and/or no-income in largely Hispanic communities. Many class participants, especially in Pixley and Delano, had never used a computer before training began. This experience opened their world to new possibilities and opportunities.

ACCOMPLISHMENT

The Partnership established the San Joaquin Valley Regional Broadband Consortium (RBC) through a grant awarded by the California Public Utilities Commission. RBC consists of members from the public and private sectors

and is seeking to expand broadband access to unserved and underserved communities throughout the Valley.

IMPACT

In the first year of an anticipated three-year project, RBC has begun meeting with key stakeholders to develop a comprehensive infrastructure plan which will be geared to outlining strategies that provide broadband access in unserved and underserved communities throughout the Valley. RBC has three main focus areas: infrastructure, telehealth, and digital literacy. Each focus area has a work group that meets to develop pilot sites in their respective categories.

ACCOMPLISHMENT

RBC staff is working with the Strong Cities, Strong Communities (SC2) team, Praxis Solutions, USDA Rural Development, and John Deere on a rural pilot site project that would integrate broadband technology into agricultural water monitoring.

IMPACT

This project will help make a case for providing broadband access in rural areas by expanding the market to include farming enterprises (including ag parcels where there might not be residents). This project also will bolster water-efficient farming practices, which is critical in the western San Joaquin Valley.

Goals & Desired Outcomes

GOAL

Work with local governments to develop county-specific plans for obtaining comprehensive broadband access.

OUTCOME

Empower local governments to work with telecommunications firms to promote broadband in their communities.

GOAL

Promote digital literacy to Spanish-speaking parents and rural residents.

OUTCOME

Promote opportunity for increased access to and utilization of technology in the San Joaquin Valley.

GOAL

Work with the Health and Human Services Work Group and Great Valley Center to develop a telehealth pilot project.

OUTCOME

Increase accessibility to health care (and specialists) in the Valley, particularly rural communities.



kudos

Shafter Fiber Network City of Shafter

Showing true innovation and leadership, the City of Shafter is one of only five cities in California with municipally owned broadband infrastructure; the other four are San Bruno, Santa Monica, Loma Linda, and Burbank. Though Shafter is a strategic location for transportation and logistics firms, it became at risk of being passed over by private sector firms looking to locate industrial and distribution facilities in the San Joaquin Valley because it lacked fiber-based broadband access. Recognizing the critical role of broadband as a driver of economic development, the City took its fate into its own hands by building four miles of fiber to create the Shafter Fiber Network, which was initiated in 2006. This network was constructed to connect its municipal facilities, including city hall, the police department, courthouse and correctional facility, and the local school district

— all with general fund monies. Based on the City's calculations, the project paid for itself within six and a half years.

Later in 2012, the City intends to release a request for proposals for the construction of an 18-mile fiber loop to complete its phase II backbone infrastructure. This project will also be paid for out of its general fund. The City owns the fiber network and will invite private sector ISPs to deliver telecommunications services across the network to customers.

The efforts made by the City of Shafter serve as a prime example of how smaller cities and communities can empower themselves and drive increased economic activity. The San Joaquin Valley Regional Broadband Consortium commends the City's efforts and looks forward to the Shafter Fiber Network's continued success.



sustainable planning

Integrating smart growth principles into planning is essential to the San Joaquin Valley's progress. By creating more transportation choices, equitable affordable housing, greater economic competitiveness, and healthier, safe, and walkable neighborhoods, we are creating a smarter and more sustainable Valley. These activities are shaping future growth trends that will impact the health and prosperity of the region and the entire state of California for generations to come.

Air Quality

MISSION: Enable residents to enjoy healthy air by removing the adverse impacts of poor air quality and improving quality of life.

**The Maddy Institute
Fresno State**
Mark Keppler, *Executive Director*

Accomplishments & Impacts

ACCOMPLISHMENT

The San Joaquin Valley Air Pollution Control District (District) partnered with Valley Clean Air Now to implement Tune In Tune Up (TITU) events throughout the San Joaquin Valley, which are designed to provide vehicle emissions tests and vehicle repairs to Valley residents at little or no cost.

IMPACT

More than 5,000 vehicles were screened and almost 2,900 vehicle repair vouchers were issued.

ACCOMPLISHMENT

The District continued the Burn Cleaner Program that provides incentives for Valley residents to reduce emissions from wood burning devices by replacing them with cleaner gas devices, clean burning pellet devices, or cleaner burning EPA Phase II certified wood burning devices.

IMPACT

This program reduces emissions from wood burning devices that are released into the Valley air and provides residents with cleaner devices for their homes.

ACCOMPLISHMENT

Through the Proposition 1B program, the District has offered contracts to replace or retrofit 237 trucks.

IMPACT

These efforts have resulted in significant reductions in both oxides of nitrogen and particulate matter pollution.

Goals & Desired Outcomes

GOAL

Continue to promote clean energy projects.

GOAL

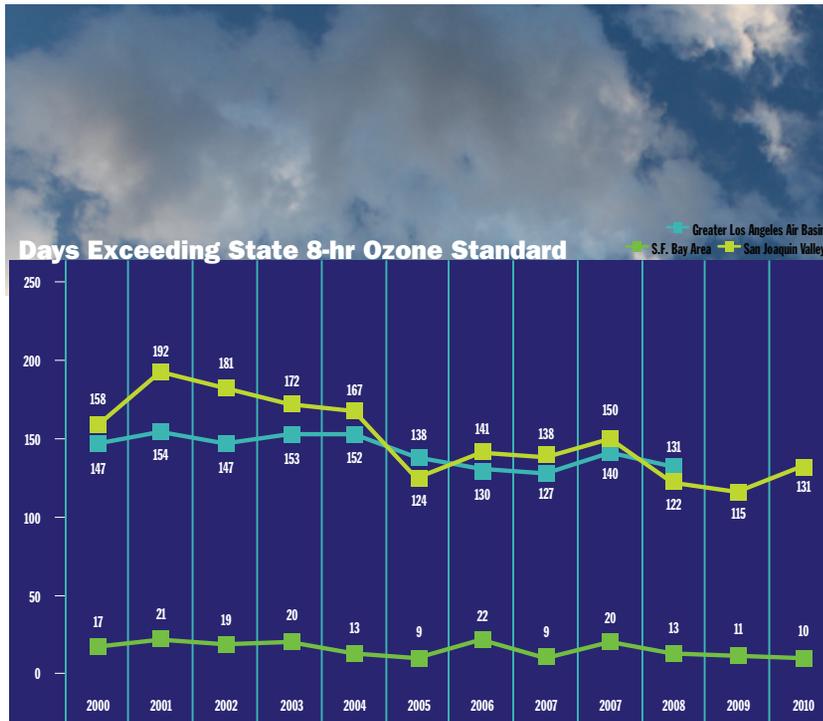
Support improved transportation mobility and goods movement.

GOAL

Improve public understanding of air quality issues and solutions.

OUTCOME

These efforts, along with the District's regulatory program, will allow the Valley to continue to see air quality improvements.



Air quality is the general term used to describe various aspects of the air that plant, animal, and human populations breathe. Air quality is reported by the California Air Resources Board. Data is reported by site which is grouped into counties and air basins. Air quality standards are set at both state and federal levels. The California 8-hr ozone standard is used as the indicator for air quality. The number of days over the state standard for ozone is consistently higher in the San Joaquin Valley air basin when compared to the San Francisco air basin, and is often higher than in Los Angeles. However, the general trend is an improving air quality. From 2000 to 2011, the trend has been decreasing from a high of 192 days in 2001 to a low of 115 days in 2010. There was an increase to 131 days in 2011, although future years of data are needed to determine if this represents a change in trend.

Energy: San Joaquin Valley Clean Energy Organization

MISSION: Promote energy-use efficiencies and adoption of clean, renewable energy technologies to ensure a reliable supply, grow the economy, and improve air quality.

San Joaquin Valley Clean Energy Organization

Courtney Kalashian, *Associate Executive Director*
Paul Johnson, *President*
Paul Everett Johnson & Associates

IMPACT

Resulted in \$4M in energy efficiency investments in San Joaquin Valley communities; kWh reductions of 8,400,000 kWh; and 126 building energy retrofits.

Accomplishments & Impacts

ACCOMPLISHMENT

Continued successful operation of VIEW, the local government partnership funded by Southern California Edison Company and Southern California Gas Company.

IMPACT

In 2011, this program resulted in kWh reductions of 7,185,695 kWh and demand reduction of 10,184 kW.

ACCOMPLISHMENT

Completed the Clean Energy Partnership, a regional program funded by U.S. Department of Energy through California Energy Commission and the San Joaquin Valley Air Pollution Control Board.

ACCOMPLISHMENT

Continued work through Valley Legacy, the Workforce Investment Act grant, to ensure that the green economy and green workforce are part of a new regional occupational development in the Valley. As this concluded, we began work with the Central California Community Colleges Committed to Change Consortium (C6) to help redesign how community college students are trained to enter the clean energy workforce.

IMPACT

Developed www.wiasjvceo.org, a website designed to be a useful resource for students, teachers and job seekers. This online repository provides lesson plans, studies, and white papers as well as links to career sites and green employers. SJVCEO also coordinated classroom visits by clean energy industry professionals.

Energy Consumption Kilowatt-hours per capita



The California Energy Commission estimates annual electricity use by county, based on electricity delivered to local providers and data submitted by larger providers like Pacific Gas & Electric and Southern California Edison. Electricity consumption is calculated on a per-person basis and accounts for residential and commercial use. Per capita electricity consumption in the San Joaquin Valley has consistently been higher than in the state, as would be expected in general because of the region's hotter summers and colder winters than California's more populated, temperate coastline. Electricity consumption per capita has decreased by 9 percent since a recent high of 17,768 kilowatt hours per person in 2007.

Goals & Desired Outcomes

GOAL

Continue to expand VIEW, the local government partnership administered by Southern California Edison and Southern California Gas Company in Tulare and Kings counties.

OUTCOME

Expand the program within Tulare and Kings counties to include 12 cities and all three investor-owned utilities serving these counties, to provide policy and project support to achieve deeper residential, commercial, and industrial sector energy retrofits.

GOAL

Continue work initiated in early 2012 with C6 to convene educators with industry leaders to jointly design skills-training based on real-life needs.

OUTCOME

Develop placements for 400 jobs.

GOAL

Increase the level of impactful work in the four northernmost counties in the San Joaquin Valley.

OUTCOME

Achieve a level of work and activities in these four northern counties commensurate with the level of work and activities in the four counties in the southern portion of the Valley.

Sustainable Communities

MISSION: Build innovative transportation systems to increase travel choices, improve mobility, bolster regional and state goods movement, improve air quality, and facilitate economic prosperity. Support and promote regional consensus on future land use through the implementation of the San Joaquin Valley Regional Blueprint Roadmap's smart growth principles. Identify appropriate areas for growth and economic development, while protecting the natural resources and sustainability of the region.

San Joaquin Valley Regional Policy Council

Barbara Steck, *Deputy Director*
Fresno Council of Governments

smaller Valley cities (populations under 50,000) in integrating Blueprint Smart Growth principles into their General Plans and planning policies.

IMPACT

A key focus of the Blueprint general plan program is to work with San Joaquin Valley cities and counties to update their general plans to integrate the 12 Smart Growth Planning Principles into their general plans and ordinances to address climate change; reduce greenhouse gas emissions; promote sustainability, public health, equity, resource conservation, and energy/water efficiency; increase infill, compact development, and housing affordability; revitalize urban and community centers, reduce automobile use, improve air and water quality; improve infrastructure systems, and strengthen local economies.

Accomplishments & Impacts

ACCOMPLISHMENT

San Joaquin Valley Greenprint project is an eight-county technical and stakeholder initiative to document how natural resources support the region's economy, health, and quality of life, and to identify strategies to guide stewardship of land, water and living resources.

IMPACT

A steering committee was formed and met more than a dozen times during the fiscal year to define the specific project tasks and deliverables for the contract with UC Davis. A Statement of Intent brochure was developed and is being widely distributed. The brochure explains the need for the project and its objectives, and has been and will continue to be instrumental in publicizing the project. A survey has been developed; its availability will be promoted throughout the San Joaquin Valley beginning July 2012. The purpose of the survey is to determine the aspirations, challenges, opportunities, and priorities of stakeholders for the open space lands, water, and living resources in the Valley. The current first phase of the Greenprint project will culminate in the State of the Valley report being published then distributed.

ACCOMPLISHMENT

San Joaquin Valley Blueprint Integration Project is a Valley-wide program, funded through a Round 1 Prop 84 grant, to provide support to the 46

ACCOMPLISHMENT

San Joaquin Valley Interregional Goods Movement Plan is a current planning effort that will identify a future preferred goods movement system for the Valley implemented through a comprehensive interregional strategy.

IMPACT

In fiscal year 2010-2011, the eight San Joaquin Valley regional transportation planning agencies received a funding award for a Caltrans planning grant to conduct a San Joaquin Valley Interregional Goods Movement Study to gain a comprehensive strategy by mode and east/west goods movement. The Study will build on previous work efforts and further refine the criteria and decision-making process for future coordinated selection of Valley-wide projects. The Study began in May 2011 and will occur over a 24-month period.



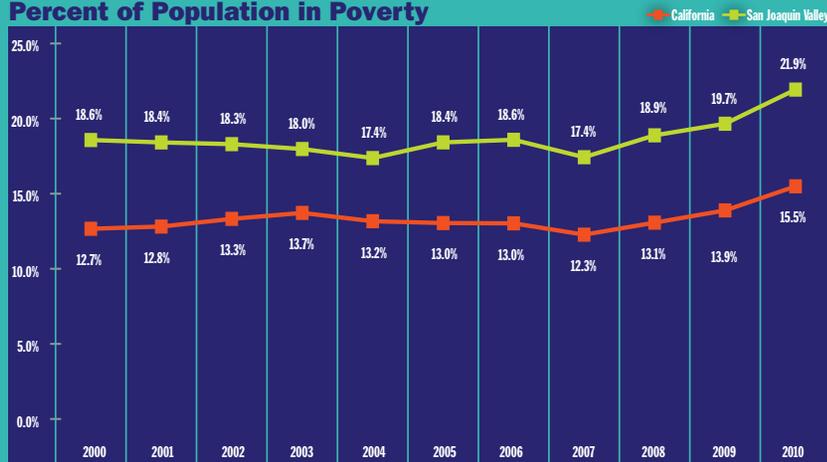
kudos

Recycling BIN Coalition Greater Stockton Chamber of Commerce

The Recycling Build-Infrastructure-Now Coalition (Recycling BIN), which represents economic development, business, local government, and environmental organizations from throughout California, have joined together to expand the infrastructure for recycled-content manufacturing in the Golden State. Approximately 5-20% of recyclable materials collected in California remain in the state for remanufacturing. That means the majority of recycled materials is shipped to other parts of the United States or to global markets. In other words, 80-95% of our recyclable materials are leaving California, specifically to overseas markets. So, too, are our jobs, tax revenue and commerce. Additionally, when valuable materials are shipped overseas for recycling or remanufacturing, the greenhouse gas (GHG) impact is significant as the majority of the Chinese power grid is powered by dirty coal

which is a huge GHG and mercury emitter. Most disturbing is that much of this contaminated air is finding its way back to the shores of California and the Central Valley through the prevailing jet streams. This is currently being validated by the San Joaquin Valley Air Pollution Control District. The Recycling BIN believes strongly that the legislative declarations through AB 341 and CalRecycle's 75% Recycling Plan now link business creation and expansion, investment and green job creation opportunities, with materials being diverted from the landfills. As California strives to increase collection of recyclable materials as a result of AB 32 and other regulations, it should equally strive to remanufacture those recyclable commodities in California, thus creating green jobs and businesses while stimulating California's economy. For a copy of the Recycling BIN White Paper, please go to www.greenteamsanjoaquin.com.

Percent of Population in Poverty



Poverty status is defined for each family household – either everyone in the family is considered to be living in poverty or no one. Characteristics used to determine poverty status include number of people, number of related children under 18, and whether the head of household is over age 65. If a family's total income is less than the poverty threshold, then that family is considered to be impoverished. Poverty thresholds do not change geographically, although they are updated annually for inflation using the Consumer Price Index. The official poverty definition includes income before taxes and does not include capital gains or noncash benefits. The percentage of families in the San Joaquin Valley living below the poverty line is higher than California by a factor of about 1.5. The Valley's family poverty rate of 18.5 percent in 2010 was more than 50 percent higher than the state's that year. As incomes stagnated, costs rose through 2010. The family poverty indicator also shows that lower income households, at least through 2010, have been falling behind in the economic recovery.

Goals & Desired Outcomes

GOAL

Complete Phases 1 and 2 of the Greenprint Project.

OUTCOME

Phase 1, to be completed in spring 2013, will compile data and other information describing the lands, waters, and living resources of the region, the trends affecting them, and document their public benefits. It will identify and document resource management challenges and opportunities. It will compile and analyze existing resource preservation programs, policies and regulations such as local general plans, habitat conservation plans, and agricultural preservation programs. A State of the Valley report will conclude Phase 1. Phase 2 will develop principles to guide resource management options and strategies, identify and evaluate resource management options and strategies, and recommend consensus strategies for resource management. A guide for resource management will conclude Phase 2.

GOAL

Provide circuit planning assistance to San Joaquin Valley cities with populations fewer than 50,000 to update their planning documents for integration of the 12 Smart Growth planning principles.

Place the tools utilized/created to provide these services into the Blueprint Planner's Toolkit for open source use by additional agencies.

OUTCOME

Integrate the approved Blueprint Principles into general plans of the 46 cities in the San Joaquin Valley with populations fewer than 50,000, while creating planning tools that can be utilized by all agencies throughout the region and beyond. Circuit planner assistance has begun and will be ongoing through January 2013.

GOAL

Complete a comprehensive interregional goods movement plan for the San Joaquin Valley.

OUTCOME

Identify a future preferred goods movement system for the San Joaquin Valley to be implemented through a comprehensive

interregional strategy including outreach, stakeholder input and cohesive implementation strategies. Approximately 60% of the project tasks and time line have been completed, with six of the nine outlined tasks either completed or under way.

OUTCOME

Expand capabilities and portfolio of members and participants of Blue Tech Valley and advance commercialization of promising technologies.

GOAL

Seek out other expansive renewable water/energy nexus, multiresource-enhancing projects that benefit the wider region.

OUTCOME

Expand 3E — economy, environment, and social equity — base for the San Joaquin Valley.

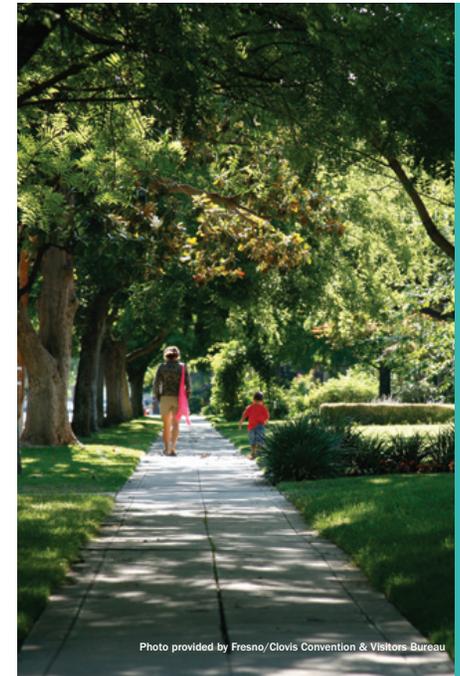


Photo provided by Fresno/Clovis Convention & Visitors Bureau

kudos

San Joaquin Valley Blueprint Integration Fresno Council of Governments

Key Partners

Kern Council of Governments
Kings County Association of Governments
Madera County Transportation Commission
Merced County Association of Governments
San Joaquin Council of Governments
Stanislaus Council of Governments
Tulare County Association of Governments

The San Joaquin Valley Blueprint is a long-range vision for a more efficient, sustainable, and liveable future for the San Joaquin Valley (Valley). It is the culmination of the collective efforts of the eight Valley Councils of Government (COGs) to develop county-level and long-term regional growth strategies. The Blueprint includes:

- 1 a 2050 growth scenario diagram that identifies areas of existing development, new development, and future regional transit and highway improvements;
- 2 a Valley-wide average target density of 6.8 units per acre for new residential growth to the year 2050; and
- 3 a set of 12 Smart Growth Planning Principles. Recently, the Valley COGs have begun the Blueprint Integration Project. Similar to the Smart Valley Places program, the Blueprint Integration Project seeks to communicate the benefits of applying Blueprint principles throughout the Valley. The two programs combine to reach all cities in the Valley and will complement other local and regional planning initiatives. The Blueprint Roadmap documents and tools have been developed to help in this pursuit. These items can be found at www.valleyblueprint.org.



Spotlight

Smart Valley Places

Sustainable Communities Initiative — Regional Planning Grant

Smart planning for a new San Joaquin Valley

The U.S. Department of Housing and Urban Development (HUD) in partnership with the U.S. Department of Transportation and U.S. Environmental Protection Agency awarded a \$4 million Regional Planning Grant to the San Joaquin Valley, funding its smart growth initiative — Smart Valley Places.

This unprecedented opportunity provides our region with the resources necessary to create strong, sustainable communities — communities planned, built or modified to offer more transportation choices, equitable affordable housing, economic competitiveness, and healthy, safe and walkable neighborhoods — through the incorporation of the smart growth principles of the San Joaquin Valley Blueprint (Blueprint) into the planning processes, policies, and plans of the Valley's largest cities.

Blueprint Principles

- Create a range of housing opportunities and choices:
- Create walkable neighborhoods
 - Encourage community and stakeholder collaboration
 - Foster distinctive, attractive communities with a strong sense of place
 - Make development decisions predictable, fair and cost-effective
 - Mix land uses
 - Preserve open space, farmland, natural beauty, and critical environmental areas
 - Provide a variety of transportation choices
 - Strengthen and direct development toward existing communities
 - Take advantage of compact building design
 - Enhance the economic vitality of the region
 - Support actions that encourage environmental resource management

Smart Valley Places is coordinated by the California Partnership for the San Joaquin Valley (Partnership) and driven by a compact of 14

Smart Valley Places truly is the region's opportunity to transform itself and demonstrate that the Valley is the key to California's healthy, prosperous, and sustainable future.

Photo provided by Habitat for Humanity Fresno County

cities from throughout the eight counties in the San Joaquin Valley, in partnership with four regional nonprofit organizations, Fresno State, the California Central Valley Economic Development Corporation, and the San Joaquin Valley Regional Policy Council, which represents all eight county Metropolitan Planning Organizations in the Valley.

The net result/outcome will be the San Joaquin Valley Regional Plan for Sustainable Development — a single integrated plan for regional growth that will guide the San Joaquin Valley for the next 20 years and beyond. Through a number of innovative components, there will be realistic, sustainable urbanization plans that bridge jurisdictions by focusing growth in the urban areas to preserve agriculture and minimize suburbanization, plus address local and regional mass transit, energy

and housing issues. Additionally, through the work of the partnering nonprofit organizations, the region will benefit from the implementation of a regional plan for civic engagement to build technical understanding of smart growth and implementation capacity among local leaders, government staff and stakeholders and, particularly, low-income and minority populations.

Smart Valley Places truly is the region's opportunity to transform itself and demonstrate that the Valley is the key to California's healthy, prosperous, and sustainable future. To that end, the project work plan is based on promoting the Blueprint Principles through three major program components: Compact City Projects, the Community Leadership Group, and Regional Coordination.

Partners

CITIES	COMMUNITY LEADERSHIP PARTNERS	REGIONAL PARTNERS
<ul style="list-style-type: none"> • Lodi • Stockton • Manteca • Modesto • Turlock • Merced • Madera • Fresno • Clovis • Hanford • Visalia • Tulare • Porterville • Delano 	<ul style="list-style-type: none"> • California Coalition for Rural Housing • Local Government Commission • American Farmland Trust • Central California Regional Obesity Prevention Program • Fresno Metro Ministries • Center for Race, Poverty and the Environment • San Joaquin Valley Latino Environmental Advancement and Policy Project • Community Action Partnership of Madera • United Way of Merced • Community Partnership for Families of San Joaquin • Ceres Partnership for Healthy Children • Community Services and Employment Training, Inc. 	<ul style="list-style-type: none"> • California Central Valley Economic Development Corporation • San Joaquin Valley Regional Policy Council • Community and Regional Planning Center, Fresno State

Compact City Projects

CITY	PROJECT
STOCKTON	Climate Action Plan, Implementation, and Related Sustainable Programs
MANTECA	General Plan, Land Use, Conservation & Safety Element Update; Climate Action Plan and Greenhouse Gas Emissions Inventory; and Bicycle and Pedestrian Master Plan Update
LODI	Climate Action Plan and Implementation Development Code Update and Implementation Lower Mokelumne River Watershed Stewardship Plan Implementation
MODESTO	General Plan Amendments to Land Use and Circulation Elements
TURLOCK	Comprehensive General Plan Update/EIR, and Downtown Design Guidelines and Zoning Regulations Update
MERCED	Form Based Zoning Code
MADERA	Development of Master Infrastructure Plans and Water Management Plan with integrated water reclamation strategies
CLOVIS	Comprehensive General Plan Update
FRESNO	General Plan, Development Code and MEIR Update and I-PLACE3S GIS Technology
VISALIA	Community Outreach Newsletter Distribution and Community Workshops Third Year General Plan update consultant funding Expanded Light Rail Connectivity Plan
TULARE	Transit Oriented Development Project
PORTERVILLE	Economic Development Strategic Plan Update and develop new Design Standards and Specifications High Density Housing Upzone Program
HANFORD	Downtown East Precise Plan
DELANO	Green Building Program Healthy Delano and Wellness Element to the General Plan Sustainable Delano Element to the General Plan

Smart Valley Places Compact Cities is a network of 14 cities each with a population of 50,000 or more (federally defined urbanized areas) located in the eight counties of the San Joaquin Valley: Lodi, Stockton, Manteca, Modesto, Turlock, Merced, Madera, Fresno, Clovis, Hanford, Visalia, Tulare, Porterville, and Delano. Each city identified specific projects that were funded through Smart Valley Places, which are well under way.

Community Leadership Group

The Community Leadership Group is an ad hoc group comprising several regional nonprofit organizations dedicated to implementing a regional plan for civic engagement to build technical understanding of smart growth principles and implementation capacity among local leaders, government staff and stakeholders, particularly in low-income and minority communities. Members include the California Coalition for Rural Housing, the American Farmland Trust, Central California Regional Obesity Prevention Program, and Local Government Commission. The Community Leadership Group work plan comprises three components: leadership development programs, regional topical workshops and integrated community involvement.

Through curricula-based delivery, the leadership development institutes provide local residents, specifically minority and historically under represented and marginalized populations, an understanding of the public process and smart growth principles, as well as, basic skills necessary to engage in local planning processes and communicate with their elected representatives. The regional topical workshops aim to build technical understanding and capacity among local leaders, local government staff, area professionals, as well as stakeholder organizations and members of community groups that historically have not participated in these types of workshops or discussions. Topics vary to include all aspects of a smart valley, from regional cooperation and citizen engagement to water, energy, transportation, land use and economic development. Finally, the integrated community involvement component is based on Groundswell San Joaquin Valley — an online fact based public education and networking tool. Using electronic communication and social networking, this tool increases civic engagement in land use decision making in the San Joaquin Valley. Its purpose is “to promote land use decisions that encourage the kind of growth and development that strengthens the economy, conserves resources, causes less pollution, demands fewer tax dollars and better serves the region’s diverse population.”

Total Harvested Acreage



Harvested acreage of agricultural land is reported by the County Agricultural Commissioner to the U.S. Department of Agriculture. There is no consistent methodology for estimating harvested acreage from county to county, or from year to year; therefore, commissioners are required to base estimates on a local survey, which makes these figures the most reliable, consistent, and continuous measures available. Agriculture is a dominant land use in the landscape of the San Joaquin Valley. A major economic engine, agriculture has become a source of community and regional identity, as well as an environmental factor (productive land must be sustainably maintained). The amount of land in agricultural production can be affected by annual water availability and long-term urban land conversion.

Total Harvested Acreage annual percent change



The amount of productive farmland in the San Joaquin Valley has generally been decreasing since 2000. The most productive year was 2003 with 10.75 million acres in production, while the least was in 2009 with 10.22 million acres. While the general trend has been a decline, California experienced an even greater drop in harvested acreage until 2007, when California’s acreage began to increase. It may be that the recession made it worthwhile to farm or ranch on more marginal lands, while the San Joaquin Valley has been developed to capacity and expanding urban centers are slowly consuming its farmland.

Urban Development



Note: Fresno County 2010 unavailable at publication date. Value extrapolated using change in other seven counties. California tabulation not yet completed for 2010.

Every two years, the California Department of Conservation conducts aerial land surveys in agricultural areas to determine how much farmland may or may not be replaced by other uses over time. The most common land use conversion is from agriculture to urban developed land and is recalculated every two years. Urban land acreage values are person per urban acre to measure the efficiency housing population in new urban lands. San Joaquin Valley urban development has been suburban and exurban in nature — large homes with large yards spread out over vast land areas. This is why current persons per urban acre (6.86) is so much lower than in California (10.6). New urban land between 2006 and 2010 housed only 5.07 persons per acre (174,700 new people, 34,400 new urban acres), hence urban land efficiency declined from a high of 6.97 in 2006.

Regional Coordination

Through the coordinated participation of several regional partners, the Smart Valley Places consortium is fostering and strengthening regional relationships while identifying new partners and providing a regional voice in the process to refine a San Joaquin Valley Regional Plan for Sustainable Development. With broad participation from other regional efforts, Smart Valley Places draws on the expertise of the Valley’s Councils of Government,

Economic Development Corporations, and resources at Fresno State through its Community and Regional Planning Center. Recognized as the Valley’s leading experts in their fields, these partners are critical players in leveraging the Smart Valley Places initiative to truly impact the future of the San Joaquin Valley.

Get Connected

www.smartvalleyplaces.org
www.facebook.com/smartvalleyplaces

Health & Human Services

MISSION: Achieve improved health status and well-being by promoting healthy lifestyles, nurturing safe communities, providing timely access to necessary health care and social services, and embracing the cultural diversity of the region.

**Office of Community & Economic Development
Fresno State**
Rachel Audino, Work Group Coordinator

Accomplishments & Impacts

ACCOMPLISHMENT

The Partnership, in association with Applied Development Economics, Inc., has launched targeted industry clusters, among them Health and Wellness. This group has held meetings to facilitate discussion among a variety of health professionals in the San Joaquin Valley (Valley).

IMPACT

Targeted meetings have served as critical jumping-off points to develop strategies that will ultimately shape the development of the Health and Wellness Cluster.

ACCOMPLISHMENT

Fresno State's Office of Community and Economic Development, Central California Regional Obesity Prevention Program, San Joaquin Valley Rural Development Center and College of Health and Human Services have submitted a letter of intent to the federal Centers for Disease Control and Prevention to apply for funding through the Community Transformation Grant - Small Communities Program.

IMPACT

If awarded, this program will engage key stakeholders to provide targeted obesity prevention outreach to youth and young adults in rural areas of Kings County.

ACCOMPLISHMENT

The Health and Human Services Work Group (HHS), in conjunction with the San Joaquin Valley Regional Broadband Consortium (RBC) and Great Valley Center (GVC), evaluated

potential telehealth pilot site locations in the Valley. Staff attended several forums (through the Zocalo Institute and Fresno State) that presented innovative telehealth programs and opportunities in California and beyond.

IMPACT

Working with GVC and RBC to establish potential telehealth pilot site locations has helped the Partnership gain a better understanding of areas of greatest need for promoting telehealth/telemedicine.

Goals & Desired Outcomes

GOAL

Distribute a targeted email to HHS members to establish a new membership list.

OUTCOME

Re-engage work group members that may/may not have been involved over the past years.

GOAL

Continue work with RBC to develop a telehealth pilot site that can serve as an easily replicable best practice for the region.

OUTCOME

Promote public health to all Valley residents, particularly those in rural areas.

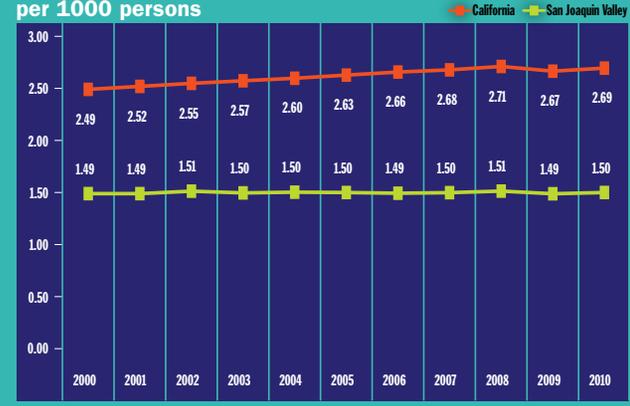
GOAL

Convene HHS meetings as a forum to evaluate future areas of focus.

OUTCOME

Provide a forum to discuss relevant health and human services topics and outline strategies to improve health outcomes in the Valley.

Number of Physicians per 1000 persons



Rand California provides data* on the number of licensed primary care physicians by county. This figure was converted to a number per 1,000 persons to enable regional comparisons. The San Joaquin Valley hosts far fewer primary care physicians per 1,000 residents than California with the gap increasing since 2000. While the Valley's rate has remained around 1.5, California's rate increased from 2.5 to about 2.7 in 2010. Data does not indicate whether there is a supply issue (if fewer doctors are looking for work in the Valley), a demand issue (fewer Valley residents regularly seeing a physician), or a capacity issue (physicians are busier in the Valley, making it more difficult to schedule an appointment).

*Health Care Financial Association's Medicaid Statistics Branch

Population Ever Diagnosed with Asthma



The California Health Interview Survey, a biennial survey of health conditions and risk factors in California, asks respondents if they have ever been diagnosed with asthma. Results of the survey are reported here. The survey is conducted every two years, and as of August 2012, the results of the 2011 survey have not yet been made available. Along with the Air Quality indicator also included in this document, the San Joaquin Valley has experienced higher levels of diagnosed asthma rates than California. Rates reached 17.3% in 2009, which was 3.6% higher than the state's asthma rate.

Violent Crime Rate per 100,000 persons



The number of violent crimes committed per 100,000 people is referred to as the violent crime rate. Violent crimes are generally direct crimes against other persons and include homicide, rape, robbery, and aggravated assault. Violent crime rates have been decreasing in the San Joaquin Valley, but not as fast as they have been in California. Since 2000, rates in the Valley decreased by 12 percent, compared to a 28 percent decrease in California. The most recent violent crime rate in the San Joaquin Valley (2010) is 572 crimes per 100,000 people, 30 percent higher than in the state as a whole.



Photo provided by Habitat for Humanity Fresno County

Housing

MISSION: Increase, preserve and improve the supply of affordable and workforce housing in the San Joaquin Valley, defined as the eight-county region including Merced, Stanislaus, Madera, Fresno, Kings, Tulare, Kern, and San Joaquin.

San Joaquin Valley Housing Collaborative

Stacie Dabbs, *Assistant Director*
Office of Community & Economic Development
Fresno State

Accomplishments & Impacts

ACCOMPLISHMENT

Co-sponsored five Foreclosure Recovery Workshops in Bakersfield, Visalia, Fresno, Stockton, and Turlock.

IMPACT

Brought together housing counselors, social service providers, banks, mortgage specialists and other advisers to discuss what resources they can provide to help families avoid foreclosure, rebuild credit, refinance, etcetera.

ACCOMPLISHMENT

Co-Sponsored a Legislative Staffer's luncheon focused on state and federal housing resources that are available to help provide assistance to constituents.

IMPACT

Provided direct communication between state and federal housing agencies and legislative staffers to provide staffers with the tools and information necessary to serve the housing-related needs of constituents. These can range from foreclosure prevention programs to recovery programs and rental-assistance programs to affordable housing programs.

ACCOMPLISHMENT

Hosted the inaugural San Joaquin Valley Affordable Housing Summit.

IMPACT

Created a regional dialogue among stakeholders, policymakers, advocates, financial institutions and others regarding the state of affordable housing in the new post-redevelopment economy.

Percent of Population Able to Afford a Home



Housing affordability is measured using a calculation recommended by the National Association of Realtors: 30-year mortgage rates, average existing home sales prices, and median household income. The Center for Economic Development at California State University, Chico converted this calculation to an estimated percent of households that can afford a median-priced home. Values greater than 50 percent indicate that housing is generally affordable, while values below 50 percent indicate issues with housing affordability. The San Joaquin Valley index was calculated using only Fresno, Kern, and Merced counties since they were the only ones with reported home prices every year since 2000. Housing in the San Joaquin Valley is far more affordable than average for California, persistently so since before 2000. In 2004, housing dipped from generally affordable to generally unaffordable (below the 50 percent mark, meaning that fewer than 50 percent of households could afford a median-priced home) and remained there until 2008 when the bubble burst and home prices crashed. Starting in 2009, housing has been more affordable in the Valley than it has been in a long time. Prices recovered somewhat in 2010, leveling out the affordability trend; although home prices fell again in 2011.

Goals & Desired Outcomes

GOAL

Secure funding to establish the position of Executive Director for the San Joaquin Valley Housing Collaborative (SJVHC).

OUTCOME

Instead of relying on volunteer time and effort, SJVHC could expand its services and impact in the region with a designated executive director.

GOAL

Develop a Revolving Loan Fund.

OUTCOME

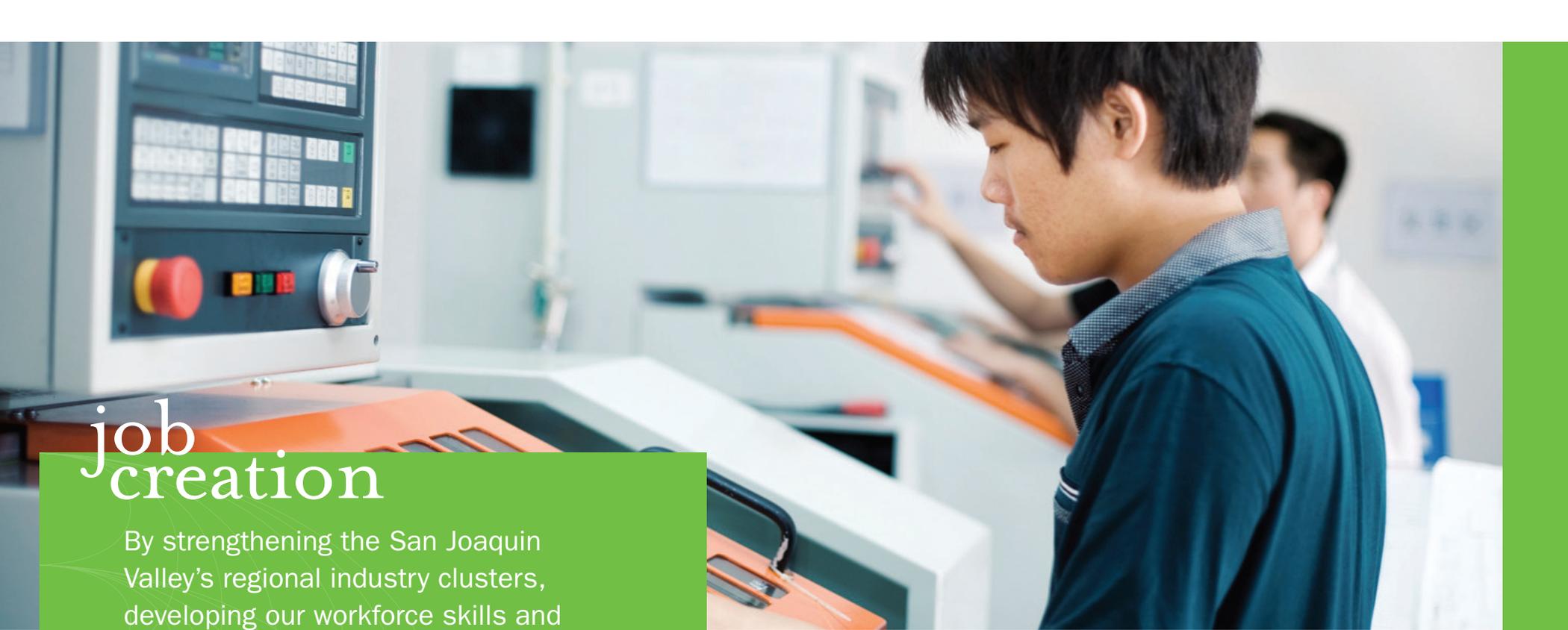
To be positioned to administer a Revolving Loan Fund through SJVHC to the region's small cities that will struggle to continue meeting affordable housing goals in this post-redevelopment economy.

GOAL

Fill board vacancies

OUTCOME

With a full board of directors, SJVHC will represent a diversity of stakeholders from throughout the region and benefit from a wide range of perspectives and resources as we work collaboratively to address housing challenges and develop innovative solutions.



job creation

By strengthening the San Joaquin Valley's regional industry clusters, developing our workforce skills and streamlining regulation, business will cultivate, higher paying jobs will surface, and the Valley's economy will flourish. This will take several years to come to fruition; however, by partnering with the Valley's Central California Workforce Collaborative, the California Central Valley Economic Development Corporation, and other local, regional and statewide agencies, the Valley is positioned for success.

PreK–12 Education

MISSION: Implement policies and programs through public-private partnerships to ensure equal access to educational opportunities and resources for all children that will improve academic performance.

Central Valley Educational Leadership Institute Fresno State

Walt Buster, *Director*
Marcy Masumoto, *Project Director*

Accomplishments & Impacts

ACCOMPLISHMENT

Completed two deliverables for Valley Legacy: the Workforce Investment Act grant – Sector-Based Articulation and English Learner Institutes. Pilot projects were conducted at five high schools and one adult school in these San Joaquin Valley counties: Stanislaus (three sites), Merced, Fresno, and Kings.

IMPACT

Established six new career education classes related to high-priority industry sectors in four high schools, impacting more than 390 students and exposing them to careers and industry representatives. Worked with teachers and leaders in two high schools and one adult school to enhance systems and instruction for more than 300 English Learner students who improved their language skills and knowledge of careers and college. Students and parents, teachers and administrators, and WIB offices and other business professionals involved with the projects were all impacted. Developed two videos and two case studies on the pilot projects to help others learn from our experiences and implement similar strategies. Please visit www.fresnostate.edu/cveli.

ACCOMPLISHMENT

Planned and conducted the fourth annual Exemplary Practices in Education Leadership Conference on Jan. 31, 2012, in Clovis, in association with State Center Consortium, Fresno Pacific University, and Fresno County Office of Education, with input from the other county offices of education and Central Valley Higher Education Consortium.

IMPACT

Attendance by more than 500 pre-kindergarten through college level educational leaders from the region. Drs. Anthony Muhammad and Eugene Garcia spoke on transforming school culture and culturally and linguistically diverse student populations, respectively. Fourteen breakout sessions presented by exemplars from throughout the region focused on exemplary practices related to English Learners, career education, early childhood education, articulation to college and transforming instructional practices, all high-priority/high-impact topics in the Partnership Strategic Plan.

ACCOMPLISHMENT

Provided professional development for educational leaders by expanding the Rural Schools Network to 14 districts from Merced, Fresno and Kings counties, and introducing Instructional Rounds to the network participants. Supported the State Center Community College District and several CSUs in developing future leaders; served as host with Pivot Learning Partners for an Executive Leadership Center for Valley Superintendents; held multiple seminars on Implementing the Common Core Standards; and conducted professional development for educational leaders on Professional Learning Communities, and other topics of high priority, to improve achievement in the San Joaquin Valley.

IMPACT

Collaboration with San Joaquin County Office of Education and participation in the California Rural Network and the Instructional Rounds Institute held in Visalia in May. Collaboration with multiple county offices of education, higher education institutions and other organizations in the Valley, resulting in CVELI offering more than 15 major events and/or series in 2011–12 which impacted approximately 2,200 attendees, all educational leaders in the San Joaquin Valley. Many of the attendees participated in a series of five or more events throughout the year.

Goals & Desired Outcomes

The primary goal of the PreK-12 Education Work Group is to increase the achievement level of students, schools, and school districts in the San Joaquin Valley. Three objectives are ongoing to that end.

GOAL

Conduct the fifth annual Exemplary Practices in Educational Leadership Conference in January 2013.

OUTCOME

An anticipated 500 educational leaders representing pre-kindergarten through college will gain a common message about effective leadership strategies to improve achievement/academic outcomes while supporting equitable practices for all students.

GOAL

Continue to work in collaboration with multiple organizations in the region to provide professional development for educational leaders in high-priority/high-impact areas. Information about activities, conferences and programs offered to educational leaders throughout the Valley is located at www.fresnostate.edu/cveli.

OUTCOME

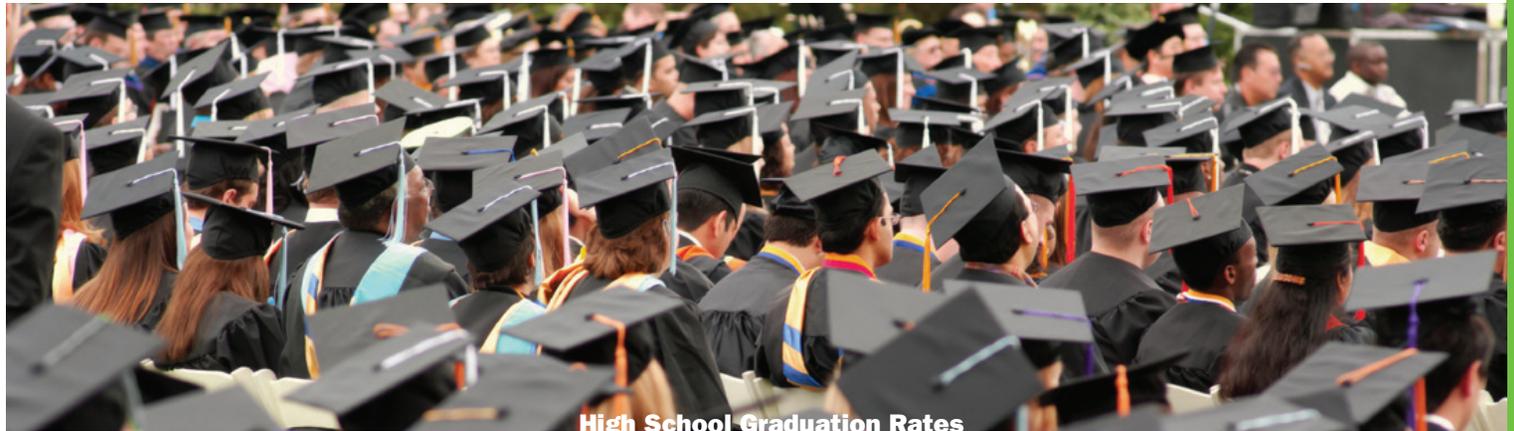
Improve the skills and abilities of educational leaders, from pre-kindergarten through college, to raise achievement and narrow gaps in achievement between subgroups and increase the number of students continuing from high school into higher education and/or careers by offering leadership development curricula ranging from mentoring and coaching to two-year programs.

GOAL

Support the work of Fresno Compact in the development of Fresno Area Strive, a cradle to career partnership in the Fresno area which supports students and families across the continuum and monitors areawide progress. Members of Fresno Area Strive include Central Unified School District, Clovis Unified School District, Fresno Unified School District, and Sanger Unified School District.

OUTCOME

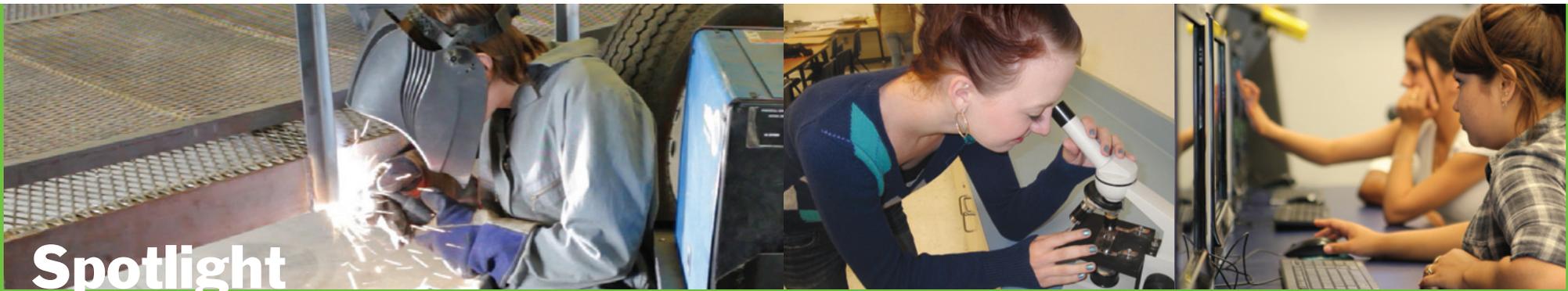
The needs of students in the four Fresno area school districts will be better met and lead to greater likelihood of success with clearly defined areawide indicators of success for schools serving students across the continuum and agreed-upon high leverage.



High School Graduation Rates

High school graduation rates are calculated by the California Department of Education and based on the National Center for Education Statistics definition. Data is the total number of graduates divided by the sum of the number of graduates and the number of dropouts from the 12th grade that year, the 11th grade the previous year, the 10th grade two prior years, 9th grade prior three years. Starting in the 2009-10 school year, the Department of Education began taking student migration into account in its graduation rate calculations. In the San Joaquin Valley between the years of 2000 and 2005, rates had steadied between 84 and 86 percent. Entering the recession, rates fell dramatically dropping below 73 percent in 2010-11. Statewide rates also have been falling through 2009-10; but the state showed an increase in graduation rates in 2010-11.





Spotlight

We are Valley Legacy

Workforce empowerment for the San Joaquin Valley

The California Partnership for the San Joaquin Valley (Partnership) in fall 2009 was awarded \$2 million dollars in funding through Workforce Investment Act (WIA) Discretionary Funds to conceptualize, plan, and implement a demonstration project that encompassed five deliverables aimed at preparing the San Joaquin Valley's (Valley) future workforce for high-wage, high-demand jobs in five targeted industry sectors: Agribusiness, including food processing and biotechnology, Water technology, Renewable energy, Manufacturing, Logistics/Distribution

This is Valley Legacy — to better align the region's K-12 system, higher education, and workforce investment board systems to create a seamless, multigovernment, multisector network focused on the development of a better prepared workforce for high-growth, targeted industry clusters by developing the following programs:

- 1 Sector-Based Articulation
- 2 Basic Education Proficiency:
 - English Language Institutes
 - Digital Literacy Training
- 3 Entrepreneurship Centers and Development
- 4 Green Workforce

With the support and guidance of eight Central Valley Workforce Investment Boards (WIBs), 11 program sites were established; 1,200 participants were served including 380 WIA-enrolled clients. The temporal constraints on a two-year project made it difficult to adequately assess the project's impact on local

employment rates; however, there were lessons and experiences to be gleaned from the implementation of these projects.

Implementation Experiences and Lessons

Valley Legacy involved a significant collaborative effort that involved educational, nonprofit, and for profit organizations which were essential for developing each respective program. Each program involved a large number of collaborators and contributors, which resulted in multifaceted and rich programs established in geographically diverse locations across the Valley. Several lessons were evident through the implementation of the project. First, establishing and maintaining partnerships was critical to the success and sustainability of these projects. Second, successful startup, development, and design were largely based on the identification of necessary project champions and the utilization of existing, although perhaps underutilized, resources. Finally, nearly all of the project directors indicated that understanding local WIB eligibility and reporting requirements was critical to implementation.

Project Impacts and Achievements

Valley Legacy, although short in tenure, did leave behind a legacy in the Valley. More than 1,200 Valley residents participated in Valley Legacy-funded learning opportunities, yet organizations were transformed as a result of the projects conducted. Capacity building that resulted from the grant activities, particularly in the area of the English Language Institutes and sector-based articulation programs, have changed how participating organizations previously saw the role and potential of their English Language Learners and the technical education programs, respectively, which embodied the ideal of human capital-driven community development that were the recommendations of previous WIA evaluators (Campbell, Lemp, & Treiber, 2006). This project went well beyond the simple matching of clients with careers building capacity within systems.

All of the projects touched individual participants on a personal level, improving the lives of those that took part in each of the projects. Valley Legacy exceeded the projected number of WIA-eligible participants, as well as serving a significant number of ineligible participants. Participants walked away with skills that exceeded basic job hunting and resume building skills

typically taught in workforce development programs. While critical, participants had the opportunity to build skills that would serve them for the long term, such as the Digital Literacy project's goal to give participants access to the Internet by both building practical skills (e.g., online banking, job searching), providing avenues to access the required equipment, and training local community members to provide troubleshooting and technical support services.

Sustainability

All of the programs that were established by Valley Legacy developed sufficient infrastructure, grew capacity, or secured additional funds and/or support to continue to serve participants at the current rate. Each of the projects exceeded the WIA-eligible participant targets, indicating there is a great need for the services that were augmented or developed as a result of these projects. Furthermore, many of these project sites were developed in areas where resources are scarce and need is high. Now that these programs are established, the allocation of additional resources would augment existing programs and expand offerings to more participants.

We have come to the close of what is hopefully the beginning of new directions for the 1,200 Valley residents who were impacted by the training they received, the connections they made and the experiences they will put to use.

Higher Education & Workforce Development

MISSION: Expand higher education opportunities and develop the workforce preparation infrastructure to support sustained, long-term economic vitality.

Higher Education

Central Valley Higher Education Consortium Fresno State

Barbara Hioco, Executive Director

Accomplishments & Impacts

ACCOMPLISHMENT

Central Valley Higher Education Consortium (CVHEC) received a grant from California Education Policy Fund (CEPF) to help address college- and career-readiness, student success, and assessment.

IMPACT

CVHEC facilitates and coordinates workshops bringing faculty and administrators together from Central Valley community colleges and K-12 districts to align curriculum, identify college-readiness achievement, and coordinate readiness assessment, through adoption of the Early Assessment Program at both levels, leading to successful transfer and degree completion. Professional development activities are made available to faculty. CVHEC is involved in policy change activities at local and state levels; champions policymaking processes; and facilitates the piloting of regional reform efforts focused on improving California K-14 education policies.

ACCOMPLISHMENT

CVHEC's Central California Community Colleges Committed to Change (C6) was awarded a Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant from the U.S. Department of Labor in the amount of \$19.9 million

IMPACT

The C6 TAACCCT grant will help provide for training in new careers in high-demand areas for the unemployed. This project includes implementing a comprehensive strategy consisting of eight guiding principles bringing expanded capacity and efficiency

to the grant project. The first year of the grant is designated for organization and planning. Targeted industries and occupations are health care, agriculture/manufacturing, and alternative energy.

ACCOMPLISHMENT

Implementation of Degree Completion Initiative with the objective to increase completion and success rates, coordinate mechanisms for effectiveness and efficiency, and provide for regional collaboration among colleges and universities.

IMPACT

To improve educational access, particularly in the pathway from high school, to community colleges, to four-year institutions, and to assessment. CVHEC conducts workshops for member colleges and universities and facilitates implementation of SB 1440 requirements. To date, six regional workshops and a regional summit have been held. Each community college in CVHEC has developed the required transfer degrees, and the Central Valley CSU campuses have helped develop the accepted Transfer Model Curriculum for the various majors.

Goals & Desired Outcomes

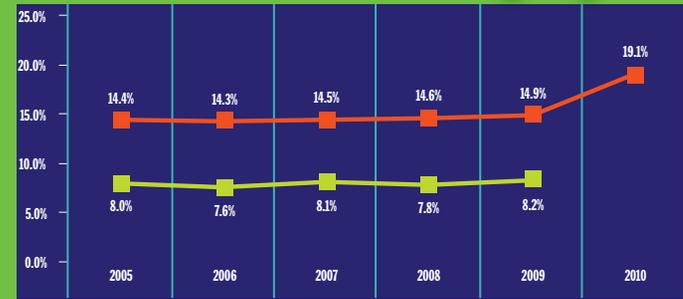
GOAL

Continue efforts of CVHEC C6 members to implement the TAACCCT grant.

OUTCOME

Provide training to the region's unemployed with an objective to reduce joblessness and improve economy. The second year of the grant will allow each college to design and implement high-quality training programs for individuals and industry partners. Capacity and sustainability in training programs will be expanded by duplicating these model programs within CVHEC. The model programs are designed to improve retention and achievement rates and to reduce time to completion.

Population with Bachelors Degree or Higher over age 25



Educational attainment is the highest level of education attained by individuals living in the region. The American Community Survey collects data annually for counties with more than 65,000 people. Also, the California Post-Secondary Education Commission has recorded the total number of college degrees conferred in each county. Educational attainment in the San Joaquin Valley is far below the state level when measuring the percent of population age 25 and over that has at least a bachelor's degree. In 2010, only 16.1 percent had at least a bachelor's degree compared to 30.1 percent statewide. The number of degrees conferred in Valley colleges increased from 17,472 in 2000 to 24,694 in 2009, an increase of 41.3 percent. In this same time period, the Valley population increased by 21.2 percent. The fact that educational attainment has not kept up indicates that many graduates are leaving the area and not applying their talents in the Valley.

Graduation Rates for San Joaquin Valley Colleges



The guiding principles

- 1 integrated program design
- 2 cohort enrollment
- 3 block scheduling
- 4 compressed classroom instruction
- 5 embedded remediation
- 6 increased transparency
- 7 transformational technology
- 8 innovative student support services

GOAL

Continue degree completion and policy implementation efforts.

OUTCOME

Provide additional workshops which will bring together community college and four-year university faculty to

implement additional transfer degrees that require no more than 60 units at the community college level and no more than 60 units at the university level, resulting in bachelor degrees requiring a maximum of 120 units. This results in students experiencing a clear, efficient transfer process and completing degrees in a shorter time period.

GOAL

Continue increasing awareness and support for CVHEC.

OUTCOME

Enhance position of CVHEC as a respected and valued authority on higher education, not only in the Central Valley but across the state. Serve as an advocate for higher education to express support for continued funding for higher education, creating seamless pathways from high school to community college to four-year institutions, and implementing recommendations by the student task force to increase the success rate at community colleges.

“This grant is a game changer for higher education in the Central Valley,”
 -Dr. Frank Gornick



kudos

Central California Community Colleges Committed to Change Consortium (C6) West Hills Community College District

Key Partners

- San Joaquin Delta College
- Merced City College
- State Center Community College District
 Fresno City College, Reedley College
- College of the Sequoias
- Kern Community College District
 Bakersfield College, Cerro Coso Community College, Porterville College
- West Hills Community College District
 West Hills College Coalinga
 West Hills College Lemoore

A group of 11 Central Valley community colleges and one college center have been awarded a \$19.9 million federal grant to help train the unemployed in new careers.

West Hills College is the lead college of the C6 Consortium project - a regional, Valley-wide effort to improve and promote systemic transformation and community college capacity-building to meet industry needs while accelerating learning and improving retention and completion rates.

“This grant is a game changer for higher education in the Central Valley,” said Dr. Frank Gornick, chancellor of West Hills Community College District. “Over the next three years, this grant will

allow us to focus on raising standards, increasing student success and changing education practice and policy throughout the state,” Dr. Gornick said.

The Valley was chosen to serve as a model within the state because of the prior work of the Central Valley Higher Education Consortium and the commitment of our Valley community colleges, state colleges and universities to increase student success and to change state and local policies that have a direct impact on student participation rates in higher education.

“The C6 Consortium will provide hands-on instruction and workforce development to help displaced workers in 16 counties quickly move from training to degree to work in areas that are in demand, such as agriculture, manufacturing, health care, and alternative energy,” said Jack Scott, California Community Colleges Chancellor.

According to U.S. Secretary of Labor Hilda Solis, the money will enable community colleges, employers and other partners to prepare job candidates for new careers in high-wage, high-skills fields, including advanced manufacturing, transportation and health care occupations.

Workforce Development

Central California Workforce Collaborative

Blake Konczal, Executive Director
 Fresno Regional Workforce Investment Board

Accomplishments & Impacts

ACCOMPLISHMENT

Implemented the second increment, \$3,435,544, of the Regional Economic Impact National Emergency Grant, awarded in March 2010 to CCWC, a consortium of nine Workforce Investment Boards in the Central Valley. Continued to provide re-employment and training services for high-demand, high-wage industries to displaced workers in the Central Valley.

IMPACT

Displaced workers (both unemployed and underemployed) in San Joaquin Valley counties, which have some of the highest unemployment rates in the United States, have been given access to vocational training and placement services in high-demand, high-wage industries as a result of additional training resources made available through the collaborative efforts of CCWC. In return, essential high-demand, high-wage industries will benefit from a better trained workforce, which strengthens the ability of these industries to survive the economic downturn – and grow when it’s over. Funding will help workers prepare for careers in growing areas of the regional economy including agribusiness, renewable energy, logistics/distribution, health care, and advanced manufacturing.

ACCOMPLISHMENT

Valley Legacy successfully concluded March 2012. This valuable work was made possible by CCWC partnering with the Partnership to obtain the Workforce Investment Act (WIA) Discretionary Funds award of \$2 million, received in 2009.

IMPACT

Eleven program sites were established; 1,200 participants were served including 380 WIA-enrolled clients. The temporal constraints on a two-year project made it difficult to adequately assess the project’s impact on local employment rates; however, there were lessons and experiences to be gleaned from the implementation of these projects.

ACCOMPLISHMENT

CCWC was awarded a \$200,000 Regional Industry Clusters of Opportunity Grant to work with the health care industry, to identify and implement strategies and solutions to address their most critical workforce and economic development needs. Meetings were conducted across the Central Valley’s 14-county region with hospitals, clinics, long-term skilled living facilities, WIBs and training providers to prioritize industry needs. Based on these meetings, an innovative new graduate nurse internship training program was piloted.

IMPACT

Unlike other regions in California, the Central Valley has few real industry sectors. One of the most promising is health care. It is important that this sector is sustained and cultivated as it’s one of the few in our region. High-level planning was conducted between the CCWC WIBs and business leaders in the health care industry. This cross-pollination will allow for creation of better industry aligned training and the referral of more qualified job candidates.

Goals & Desired Outcomes

GOAL

Replace the State of California Job Training Automation (JTA) system, used by all WIBs to transmit client and performance data on WIA clients to the state for bundling and transmittal to the U.S. Department of Labor.

OUTCOME

The California Employment Development Department is in the process of replacing JTA with Virtual One-Stop (VOS) and implementing it as the new statewide system.



GOAL

Develop a CCWC Regional Plan to further regional cooperation and improve services to residents in the 14-county area. CCWC has contracted with the Council for Adult and Experiential Learning to develop the plan.

OUTCOME

Guide future decisions and priorities of the CCWC, which includes: bolstering external funding streams; sharing of best practices among Local Workforce Investment Areas (LWIA) and the respective one-stop operations; creating a strong, coordinated voice; influencing policies and regulations that affect LWIAs and the region's workforce; forging additional partnerships; leveraging resources and improving innovation; and creating a stronger region. Plan will in no way reduce the autonomy and decision making powers of individual LWIAs.

GOAL

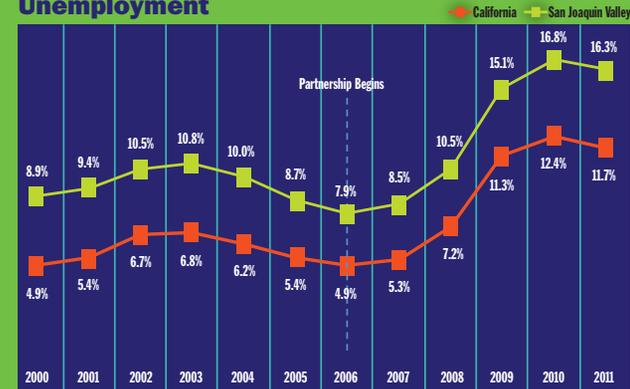
Implement requirements mandated by SB 734, 25% Training Set Aside Law. LWIAs must spend 25% of available federal funds on workforce training programs for adults and displaced workers in a manner consistent with federal law.

OUTCOME

Ensure that a greater percentage of funds statutorily being directed toward client training are done so in a manner most effective for CCWC's 14-county area unemployed and underemployed clients.

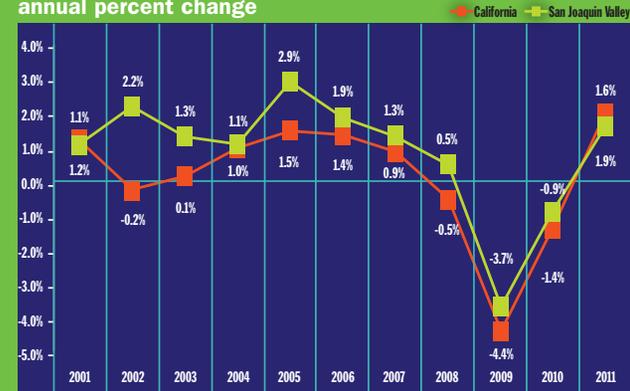
If an LWIA does not meet the expenditure requirement, it will be required to provide the California Employment Development Department with a corrective action plan and could be rendered ineligible to receive certain discretionary funding.

Unemployment



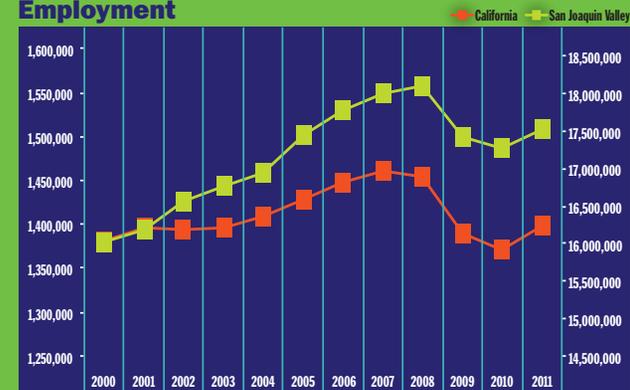
The unemployment rate is unemployment divided by labor force. Unemployment is the estimated number of people who are actively seeking work and are not working at least one hour per week for pay and who are not self-employed. The labor force is the number of unemployed plus the number of people with jobs. Data is estimated at the place of residence and reported by the California Employment Development Department (EDD) primarily from data collected by the U.S. Current Population Survey (CPS). The San Joaquin Valley unemployment rate remained much higher than the state through the past recession, rising dramatically after 2006, but falling again after 2011. Still, the unemployment rate remained above 16 percent in 2011. The differential between the state's and the Valley's unemployment rates increased during the recession, from a 3.0 percentage point difference in 2006 to a 4.6 point differential in 2011.

Employment annual percent change



Employment includes all individuals who worked at least one hour for a wage or salary, were self-employed, or were working at least 15 unpaid hours in a family business or on a family farm. These individuals must have been employed during the week which includes the 12th day of the month. The annual average is the mean average of the 12 months in the calendar year. Those also counted as employed were individuals who were on vacation, on other kinds of leave, or involved in a labor dispute. Employment is the primary indicator of the economic situation of workers living in the San Joaquin Valley.

Employment



Before the recession, employment growth in the San Joaquin Valley outpaced state growth every year from 2001 to 2008. Employment growth numbers show that the Valley may have entered the recession later than the state because the Valley still showed employment growth through 2008. Valley employment fared better than the state through 2010, with employment losses at levels less than those in the state. As with the state, job growth began again in 2011 but at a slower pace than the state for the first time since before 2001. The slower recovery in the Valley shows that local job generation is not keeping up with the state.



kudos

Public Infrastructure Investment Workforce Investment Board of Tulare County

Key Partners

Central California Workforce Collaborative
Fresno Regional Workforce Investment Board
Kings County Job Training Office
Employers Training Resource-Kern,
Inyo and Mono Counties Consortium
Madera County Workforce Investment Board
Merced County Department
of Workforce Investment
Mother Lode Job Training
County of San Joaquin Employment and
Economic Development Department
Alliance Worknet of Stanislaus County

The Central California Workforce Collaborative (CCWC) is a consortium of nine Local Workforce Investment Areas (LWIAs) which cover 14 counties in California's Central Valley and Sierra Region. In May 2010, a Regional Economic Impact National Emergency Grant (REI NEG) totaling \$8,167,664 was awarded to CCWC by the U.S. Department of Labor. Funds were awarded in response to the economic development and are being used to provide job training and work experience as well as other

Workforce Investment Act services to more than 1,300 people in the region. A portion of the grant funds was reserved for a planning component to create a regional workforce development plan for public infrastructure investment.

Public infrastructure investment is the focus for the planning component portion of the grant. An economic analysis was conducted which documented where and when the investments are planned, provided details on the workforce in each of the LWIAs, and listed occupations and associated training programs in the region. The study found that \$36.6 billion is budgeted for infrastructure projects through 2020.

Using the information gathered in its Economic Analysis, CCWC created a workforce development plan relating to public infrastructure investments. The plan details how CCWC member LWIAs can coordinate with public agencies as well as economic development organizations and educational institutions to ensure that the Central Valley has a prepared workforce to meet the needs of the infrastructure projects.

Economic Development

MISSION: Implement creative and collaborative solutions to regionwide infrastructure challenges, focus on the growth of target industries with comparative advantages, and promote the region as a business and tourist destination.

California Central Valley Economic Development Corporation

Jennifer Faughn, *President*
Strategy One

Accomplishments & Impacts

ACCOMPLISHMENT

San Joaquin Valley Comprehensive Economic Development Strategy (CEDS) approved and finalized by California Central Valley Economic Development Corporation (CCVEDC) Strategy Committee and U.S. Economic Development Administration (EDA).

IMPACT

CEDS will analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.

ACCOMPLISHMENT

Established and promoted regionwide incentives.

IMPACT

CCVEDC marketed incentives to more than 2,500 brokers through its electronic newsletter and at six trade missions — Southern California, the Bay Area, New York, the Chicago Society of Industrial and Office Realtors Convention, Phoenix, and Sacramento; and to 836 businesses through industry direct marketing and the WestPack Anaheim Trade Show. The five industry sectors (see list below) were used to design the outreach strategy for trade show attendance, broker visits and support provided to the various Partnership work groups.

ACCOMPLISHMENT

Aligned regionwide economic development efforts to support target industry clusters:

- 1 agribusiness, including food processing, agricultural technology, and biotechnology
- 2 manufacturing

- 3 supply chain management and logistics
- 4 health and medical care
- 5 renewable energy

IMPACT

Researched and posted, on a daily basis, new industry-related articles and press releases by sector on www.centralcalifornia.org. As part of CCVEDC's outreach efforts, a BioTech Industry in Central Valley white paper, highlighting companies, education courses and an overview of the industry was provided to brokers, companies and Valley Legacy (WIA) partners. Target industry information and resources also was provided to WIA partners for curriculum.

Goals & Desired Outcomes

GOAL

Continue to market the Central Valley to brokers and industry, through a program of broker missions, trade shows and industry contacts.

OUTCOME

Facilitate new jobs and investment for the region.

GOAL

Establish the regional Economic Development District (EDD) for the San Joaquin Valley.

OUTCOME

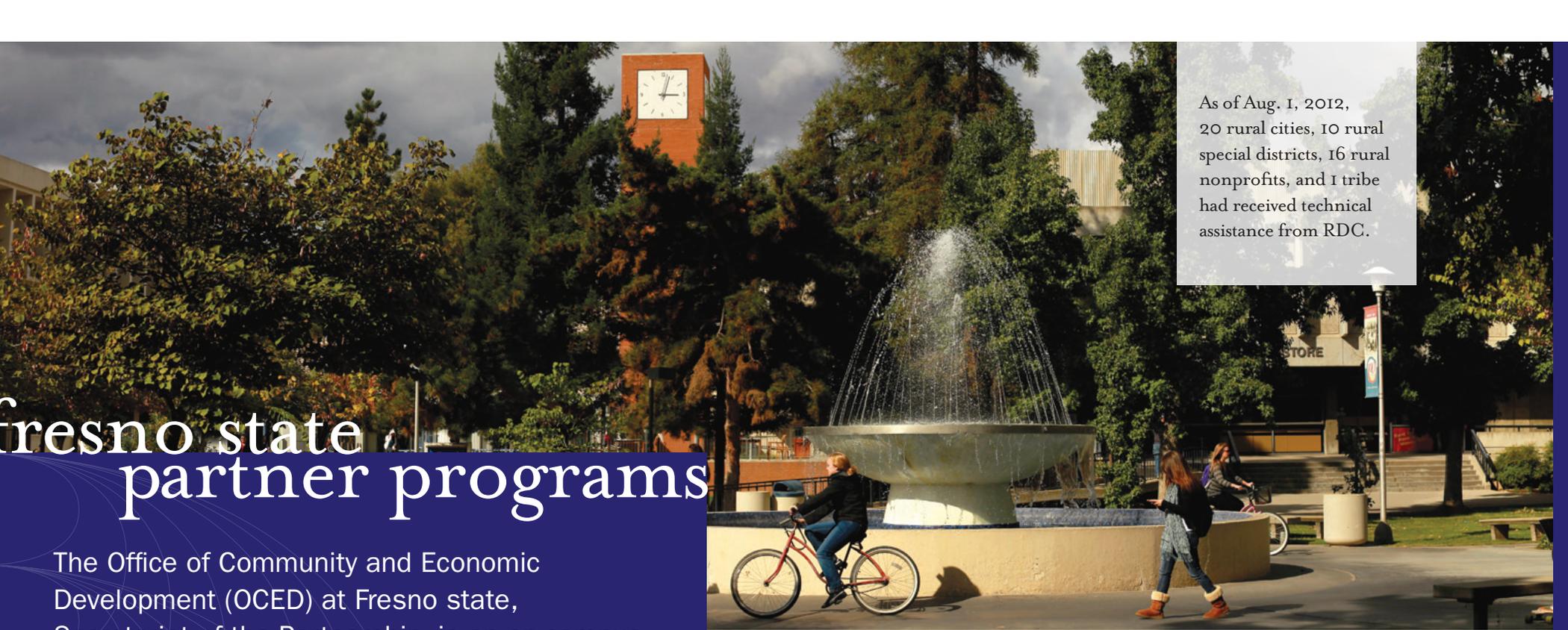
Once EDD is established, seek federal funding to help the cities and counties of California's Central Valley develop infrastructure projects to accommodate and facilitate desired growth.

GOAL

Identify and secure funding for target industry marketing and development.

OUTCOME

Increase efforts throughout the Central Valley to advance identified target industries to capture jobs and investment.



Fresno state partner programs

The Office of Community and Economic Development (OCED) at Fresno state, Secretariat of the Partnership, is an on-campus division dedicated to aligning the university's intellectual capacity and innovation-driven economic development initiatives to improve the competitiveness and prosperity of the region. It does so through a variety of ways including: economic development innovations, community development, and connecting the University and the community. In doing so, OCED is able to leverage the Partnership for greater regional benefit.

As of Aug. 1, 2012, 20 rural cities, 10 rural special districts, 16 rural nonprofits, and 1 tribe had received technical assistance from RDC.

San Joaquin Valley Rural Development Center

Administration

The San Joaquin Valley Rural Development Center (RDC) coordinates with the Partnership on important rural issues and communicates Partnership activities to the region's small cities and unincorporated communities. RDC officially opened on Feb. 25, 2011, and was formalized on Aug. 1, 2011, when the full-time director was hired. The director oversees RDC's daily administration, coordinates marketing, and plans sustainability, and reaches out to the region's rural communities. RDC is supported by the Fresno State Office of Community and Economic Development (OCED) through the assistance of the project manager, finance director and research assistant. Under the leadership of the RDC director, the four-person team executes RDC's service agreements. RDC has more than 40 consortium partners that continue to commit time, resources and expertise to the advancement of rural communities in the region. The RDC director coordinates the provision of

technical assistance from consortium partners to rural communities, which often includes organizing site visits, facilitating meetings with funding agencies, participating in governance meetings, identifying and researching grant opportunities, and assisting with the implementation of project activities. As of Aug. 1, 2012, 20 rural cities, 10 rural special districts, 16 rural nonprofits, and 1 tribe had received technical assistance from RDC.

Small Communities Network

The Small Communities Network (SCN) is designed to bring together representatives from the rural communities throughout the San Joaquin Valley (Valley). SCN facilitates quarterly regional workshops, webinar trainings, and daily informational emails to its members. SCN serves as an optimal medium for distributing information about available RDC services to the region's rural communities. RDC and SCN have partnered to deliver 16 training sessions to rural communities in the Valley.

Marketing/Communications

RDC's logo and marketing materials were officially introduced to the regional community during the California Partnership for the San Joaquin Valley Annual Summit in Bakersfield, Calif., on Oct 7, 2011. The RDC website is currently being developed by Bertz-Rosa | Strategy & Creative. Since February 2011, 60 presentations regarding RDC services, initiatives and partnerships have been made to regional stakeholders throughout the San Joaquin Valley. The RDC director became a member of the steering committee for an U.S. Environmental Protection Agency grant project being conducted by the Center for Disadvantaged Community Water Assistance at Fresno State. Its purpose is to secure safe drinking water for disadvantaged communities in the Tulare Lake Basin. The RDC director participated in the 2012 E. Kika De La Garza USDA Fellowship in Washington, D.C.

Sustainability

RDC relies on various sources of funding to sustain its activities. Grants, both federal and foundational, comprise most of the RDC's operational funding. A small portion of the operating budget is made possible by revenue-generating service agreements.

U.S. Economic Development Administration - Economic Adjustment Assistance

September 1, 2011 – November 30, 2012

OCED was awarded a U.S. Economic Development Administration - Economic Adjustment Assistance grant in the amount of \$250,000 over 15 months. These funds have made it possible for RDC to update its fact sheet which is used to market its services to the region's rural communities. A portion of the funds will help with the construction and maintenance of the RDC website as well as support the administrative, marketing, and outreach efforts of RDC.

USDA Rural Community Development Initiative

October 1, 2011 – September 31, 2013

In conjunction with the California Coalition for Rural Housing, RDC is implementing a capacity development project to enhance the economic development and housing aptitude of representatives from 13 rural recipient communities. The three-phase project consists of conducting economic development and housing assessments, facilitating training to mitigate capacity shortcomings, and applying training to actual community projects in these two areas. RDC receives \$75,000 for a two-year period.

San Joaquin Valley Regional Broadband Consortium

January 1, 2012 – December 31, 2014

California Public Utilities Commission awarded OCED \$448,000 over a three-year period to administer the San Joaquin Valley Regional Broadband Consortium, which works to expand broadband usage in the region's rural communities. RDC has begun to catalog the availability of broadband access in the region's rural communities, as well as obstacles, programs and pending projects. RDC is assisting with the implementation of various broadband rural pilot sites.

EDA/USDA Rural Jobs and Innovation Accelerator

Pending

RDC is part of a \$215,000 U.S. Department of Agriculture budget that will help the Central Valley Business Incubator expand its Virtual Incubator Program and the Center for Economic Development at Chico State expand its Business and Industry Profile to rural communities in the San Joaquin Valley.

RDC Service Agreements

In November 2011, RDC began offering service agreements which provide affordable grant writing services and customized technology training to rural communities in the San Joaquin Valley. Accessible grant writing services help rural communities acquire funding for essential community projects. The goal is to make these services accessible while simultaneously building local grant writing capacity within rural communities, by working closely with at least one community representative during the provision of grant writing services. This process is developing local grant writers and eliminating the need for rural communities to contract for these services. Similarly, customized technology training services provide rural community residents with the skills they need to enhance the capacity of their local nonprofit organizations. As of Aug. 1, 2012, service agreements have generated \$8,350 of total revenue for RDC.



University of California, Merced

Small Business Development Center Network

The University of California, Merced Small Business Development Center (UCM-SBDC) Network, hosted by UC Merced, provides business assistance in Central California that covers a geographic area of 51,000 square miles spanning from the Eastern Sierras to the Central Pacific. The counties represented in the San Joaquin Valley are: Fresno, Kern, Kings, Madera, Merced, Tulare, and Stanislaus.

Central Valley Business Incubator-Small Business Development Center (CVBI-SBDC), California State University, Bakersfield-Small Business Development Center (CSUB-SBDC), and The Alliance in Stanislaus County-Small Business Development Center (Alliance SBDC) are hosts for the program to deliver SBDC services. The mission of the UCM-SBDC provides entrepreneurs and small businesses with high-quality education, consulting, support for innovation, access to information and tools necessary to build successful, sustainable businesses.

UCM-SBDC experienced an extraordinary year, acquiring additional financial resources, an innovative energetic SBDC network and new partnerships. For the 2011–2012 reporting period, San Joaquin Valley service centers provided assistance to more than 2,000 clients, started 148 businesses that resulted in 809 jobs and gained an additional capital infusion of \$17,502,154. UCM-SBDC received an exceptional re-accreditation report from the review team which recommended full accreditation and no conditions, plus two commendations. In addition, CVBI-SBDC was recognized during the U.S. Small Business Administration's Small Business week, receiving the

2012 California SBDC Service Center for Excellence and Innovation Award.

A nationwide initiative to integrate innovation and technology assistance into the core services for clients is being pursued. UCM-SBDC leadership is developing more programs and outreach activities for existing businesses, and for assistance with the commercialization for technology transfer.

CVBI-SBDC, CSUB-SBDC, and Alliance SBDC are implementing plans to prepare for a Small Business Technology Development Center (SBTDC) designation which will enhance the program's services in the following core competency areas:

- 1 Technology Transfer/Commercialization
- 2 R&D Funding
- 3 IP Issues
- 4 Technology Networking/Resource Identification
- 5 Alternative Financing

Cal Valley Tech iHub

The Cal Valley Tech iHub (CVT iHub) is one of only 12 iHubs in California and the only one with a focus on agriculture, clean energy, and water. CVT iHub is designed to leverage assets, such as technology incubators and universities, to provide an innovation platform for startups, industries, and investors to collaborate.

It supports innovative expansion, growth of startups and tech commercialization through the sharing of best practices, facilitation of resources, provision of technical assistance, and recruitment of investment capital. CVT iHub is co-administered by the Central Valley Business Incubator (CVBI) and the Merced County Department of Commerce, Aviation and Economic Development, with collaborative partnership from UC Merced and Fresno State.

Blue Tech Valley

Blue Tech Valley (BTV), part of CVT iHub, is a globally recognized water hub quickly establishing itself as the "Silicon Valley of Water Technology." BTV provides launch support and a comprehensive network of industry leaders, economic development professionals, and university faculty that are aligned to turning entrepreneurial ideas into innovative solutions for managing our most finite resources — water and energy. BTV leverages the unique environment, resources, and assets of the San Joaquin Valley (Valley) to create a rich context for testing, developing, and commercializing innovative water and energy technologies. Much of this technology has applications in agriculture. The second annual BTV Water Conference is scheduled for 2013 and expected to draw an audience of the world's leading water experts. The conference gives water constituents the opportunity to collectively explore and discuss new innovations, developments, and trends relating to current water issues. A BTV Water Competition also is being developed; a cash prize will be awarded to the innovative startup with the best water-focused business plan.

Water, Energy, and Technology Incubator

The Water, Energy, and Technology Incubator (WET Incubator) is home to a 20,000-square-foot, state-of-the-art water and energy laboratory that also serves as a third-party testing facility for companies refining their new products. The WET Incubator also provides low-risk, high-return incubation space to five on-site startup companies participating in the Claude Laval WET Incubator Program. The WET Incubator is the entryway for BTV and is supported by an annual \$450,000 contribution from the Fresno Regional Workforce Investment Board to CVBI and the International Center for Water Technology at Fresno State.

Water University

Fresno State was recognized by National Geographic in June 2012 as one of three universities in the nation that has made water research and technology its priority. Fresno State administration knows that water is a foundational Valley issue and is in the process of hiring eight new faculty members with expertise in water. Each new water faculty member will be assigned to one of the university's eight colleges and schools. Claude Laval, founder of LAKOS Separators and Filtration Systems — a world leader in filtration solutions, has pledged \$300,000 to support initial research efforts by the new faculty. Fresno State is in the final approval process of developing an online Professional Science Masters of Water Resources Management degree program. Campus-based research addresses a wide range of issues, including water use efficiency in agriculture and urban settings, integrated regional water management planning, and water needs of disadvantaged communities. Fresno State is the lead for the Water Resources Policy Initiative, a statewide effort that convenes water experts from all 23 California State University campuses.

Funding

During spring 2012, the Secretariat collaborated with several regional partners in efforts to sustain CVT iHub activities, submitting three competitive grant applications:

- 1 the EDA University Center
- 2 EDA-USDA Rural Jobs and Innovation Accelerator
- 3 EDA i6 Challenge programs



The Partnership has established itself as an important entity to connect, collaborate and advocate for the Valley.

Vision Statement

Connect. Collaborate. Advocate.

A number of years ago, those instrumental in developing the concept of the California Partnership for the San Joaquin Valley (Partnership) were faced with the question, "How do we build a common, sustainable regional action agenda that links business, government, philanthropic, educational and community-based organizations?" They answered that question with the framework for the Partnership that included 10 working groups, a geographically diverse and multisector board, and a Strategic Action Plan (SAP) that set out a 10-year work plan of goals and objectives to improve the quality of life in the San Joaquin Valley.



Mike Dozier
Lead Executive

This concept was well thought out and inclusive. Since its creation in 2005, the Partnership has seen a change in Secretariat leadership, several changes in board membership and a change in State Administration. Nevertheless, the Partnership has maintained its focus and remains steadfast in its commitment to connecting resources, collaborating with partners, and advocating for change in the San Joaquin Valley. Much of the credit for this continuity of focus goes to that solid original framework.

In the past seven years, the question has shifted from "how" to "why?" Why do we have a regional action plan? Why should I (we) be involved in a regional effort? I hope that this annual report answers that question. We do this work to eliminate redundancies and inefficiencies by CONNECTING our partners to the great work being done by other partners. We do this work to create better understanding between government, private business, and other nongovernmental agencies through COLLABORATION that will bring prosperity to the entire region. We do this work to provide a common voice that ADVOCATES and advances the interests of the Valley. In this annual report you can read

about the great work achieved during the past year by the Partnership, the work groups, and our many partners from throughout the region.

I am encouraged by the numerous opportunities afforded the Valley through the efforts to work regionally. I see collaboration by all of the work groups in one way or another. Workforce Development, Economic Development, Sustainable Planning, Advanced Communications Services, Health Care, and Energy have had projects that required cross-collaboration, much of which was highlighted in the Regional Economic Summit conducted by the Partnership in Fresno, on March 29, 2012. The Action Plan developed through the Summit process can only be successful if all sectors of the Valley work in common.

In infrastructure development efforts, the San Joaquin Valley Regional Policy Council (RPC) is working on an Interregional Goods Movement Plan that will connect economic development, environmental, and transportation projects. The Partnership and Great Valley Center (GVC) created the San Joaquin Valley Broadband Consortium, a collaboration of educational institutions, cities, counties, and private sector representatives to encourage broadband expansion in unserved and underserved areas. The Water Work Group expanded to include a supervisor from each county to meet with the Delta County Coalition for an unprecedented dialogue on the future of Valley water needs.

In job development, RPC and Central California Workforce Collaborative (CCWC) combined efforts on a study to identify workforce needs that will be generated by \$36 billion of public infrastructure work over the next 10 years. The California Central Valley Economic Development Corporation (CCVEDC) has completed the process for the San Joaquin Valley to be designated as an Economic Development District (EDD). This designation will allow for regional capital improvement funding from the Economic Development Administration (EDA). The projects identified in the RPC Interregional Goods Movement Plan will likely benefit from this designation. The Partnership working with CCVEDC, CCWC, health care providers and RPC completed a Regional Industry Cluster Analysis (Analysis) that identified industry clusters by county and provides information on supply gaps for business startup and attraction opportunity. The Analysis will provide a focus for economic development, workforce development,

education, and sustainable planning in the years to come. The industry clusters are: Value Add Agriculture, Energy, Water, Logistics, Health Care, Manufacturing, and Construction. As an added bonus, C6 — Central California Community Colleges Committed to Change Consortium — was awarded a \$19.9 million grant to provide pathways for the unemployed that will prepare the future workforce in the clusters.

In terms of sustainable planning efforts, RPC, working with the San Joaquin Valley Rural Development Center, and the Partnership through Smart Valley Places, is connecting the rural sustainable planning needs with the urban efforts. Smart Valley Places and RPC held a joint convention in Modesto in May. Smart Valley Places continues to collaborate on sustainable planning and community engagement in the 14 partner cities while coordinating with the RPC's Blueprint Integration Project in the rural areas. Additionally, RPC is undertaking a Greenprint Project to address urban sprawl and conservation of farm land.

Valley partners continue to engage in outreach and advocacy efforts to Sacramento and Washington, D.C., to advance the interests of the region as a whole. The Partnership was instrumental in including Valley issues in the State Economic Summit in Santa Clara in May. Led by Pete Weber, the Partnership was insistent on including issues of high importance identified in the Regional Summit, such as water storage and delivery. Of all 14 California regions, the San Joaquin Valley was second only to the Bay Area in representation at the State Summit — a fact not lost on its leadership.

The Partnership has established itself as an important entity to CONNECT, COLLABORATE and ADVOCATE for the Valley. The Partnership has the ear and respect of state and federal government which allows for advancement of Valley issues, interests and concerns. The Partnership's holistic view allows for common partners from all sectors to come together for more opportunities to collaborate. The question about the need for a regional Partnership is not "why," but "why not?"


Mike Dozier
Lead Executive



Some images provided by Fresno/Clovis Convention & Visitors Bureau.

Strategic Plan for Economic and Workforce Development in San Bernardino

About You

The questions in this section are required; the survey cannot be completed without responding to the questions below. There is a "Decline to State" option for each question. Required questions are preceded by an asterisk (*).

***1. Please choose the category that best describes your role in or connection to economic and workforce development in the County of San Bernardino:**

- Business
- Economic Development
- Government
- Office of Local Elected Official
- Labor Organization
- Education
- Job Seeker
- Student under the age of 18
- Community-Based Organization
- Local Workforce Development (or Investment) Board
- Decline to State

Other (please specify)

About You (Continued)

***2. Please select the option that best describes where you work:**

- High Desert (Hesperia, Victorville, Adelanto, Barstow, Needles, Twentynine Palms, Apple Valley, and Yucca Valley)
- East Valley (Rialto, Colton, San Bernardino, Grand Terrace, Loma Linda, Redlands, Highland, Yucaipa, and Big Bear)
- West Valley (Chino Hills, Chino, Ontario, Montclair, Upland, Rancho Cucamonga, and Fontana)
- Decline to state

Other (please specify)

Strategic Plan for Economic and Workforce Development in San Bernardino

*3. What is the highest level of education you have completed?

- Did not attend school
- Less than 9th grade
- 9th to 12th grade, no diploma
- High school Graduate/GED
- Attended some college, no degree
- Associate's Degree
- Bachelor's Degree
- Master's Degree
- Graduate or professional Degree
- PhD
- Decline to state

*4. Please select the option that best describes where you reside:

- High Desert
- East Valley
- West Valley
- Decline to state
- Other (please specify)

*5. Please indicate which section of the survey you would like to respond to:

- Business Status and Workforce needs
- Economic Growth and Development
- Adult Strategies
- Youth Strategies

Note: In addition to your selection above, you will be given an opportunity to respond to additional sections at the end of every section. The survey selection titled "Local Area Workforce Profile" will be displayed for all survey participants.

About you con,t.

Strategic Plan for Economic and Workforce Development in San Bernardino

***6. Please check any additional section(s) from the list below that you would like to respond to:**

- Business Status and Workforce Needs
- Economic Growth and Development
- Adult Strategies
- Youth Strategies
- No additional section(s) to respond to

Business

7. Please choose the category that best describes your role in or connection to economic and workforce development in the County of San Bernardino:

- Large business (500+ employees locally)
- Mid-sized business (100 to 500 employees locally)
- Small business (51 to 99 employees locally)
- Small business (1 to 50 employees locally)
- Not applicable
- Other (please specify)

Government

8. Please choose the category that best describes your role in or connection to economic and workforce development in the County of San Bernardino:

- Municipal government
- County government
- State or Federal government
- Not applicable
- Other (please specify)

Strategic Plan for Economic and Workforce Development in San Bernardino

Education

9. Please choose the category that best describes your role in or connection to economic and workforce development in the County of San Bernardino:

- K-12
- Adult Education within a Local Education Agency (LEA)
- Community College
- Four-year College or University
- Trade school or proprietary education institute
- Apprenticeship training
- Career Technical Education
- Not applicable
- Other (please specify)

Job Seeker

10. Please choose the category that best describes your role in or connection to economic and workforce development in the County of San Bernardino:

- Job seeker receiving training and employment services
- Job seeker not currently receiving training and employment services
- Not applicable
- Other (please specify)

Community Based Organization

Strategic Plan for Economic and Workforce Development in San Bernardino

11. Please choose the category that best describes your role in or connection to economic and workforce development in the County of San Bernardino:

- Community-based organization that provides employment and training services
- Community-based organization that provides other services (not employment and training related)
- Not applicable
- Other (please specify)

Business Status and Workforce Needs

Please note that all questions in this section are optional. If you do not feel comfortable or do not have the information to respond a specific question, please continue to the next question.

Strategic Plan for Economic and Workforce Development in San Bernardino

12. Our business operates primarily within the following sector:

- Agriculture, Forestry, Fishing and Hunting
- Mining
- Energy and Utilities (including Waste Management/Water Management/Water Reclamation)
- Construction
- Manufacturing
- Wholesale Trade
- Retail Trade
- Transportation and Warehousing
- Information (includes Communications Technology)
- Finance and Insurance
- Real Estate Rental and Leasing
- Professional, Scientific and Technical Services (includes Bioscience)
- Management of Companies and Enterprises
- Administrative and Support and Waste Management and Remediation Services
- Educational Services
- Healthcare and Social Assistance
- Arts, Entertainment, and Recreation
- Hospitality and Food Services
- Other Services (except Public Administration)
- Public Administration

Other (please specify)

13. Please provide a rating for the County of San Bernardino on the following items:

	Very Good	Satisfactory	Unsatisfactory	Very Poor
The Economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Business Climate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Business Climate for Small Businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strategic Plan for Economic and Workforce Development in San Bernardino

14. Over the past 12 months, has the number of people employed by your business increased, stayed the same or decreased?

- Increased
- Stayed the same
- Decreased

15. Please respond to the following statements on the indicated scale from strongly agree to strongly disagree.

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Unable to Answer
We are planning on hiring additional employees	<input type="radio"/>					
We are planning on expansion of services	<input type="radio"/>					
We are planning on expansion of products	<input type="radio"/>					
We are planning on expansion of physical space	<input type="radio"/>					
We have found it difficult to hire employees because of their lack of education	<input type="radio"/>					
We have found it difficult to hire employees because of their lack of skills	<input type="radio"/>					
We have found it difficult to hire employees because of their lack of training	<input type="radio"/>					
We have found it difficult to hire employees because of their lack of experience	<input type="radio"/>					
We have found it difficult to hire employees because of their poor personal behaviors or attitudes (e.g., work ethic)	<input type="radio"/>					
We have found it difficult to hire employees because of their lack of willingness to follow a conventional (e.g., 9-5) work schedule	<input type="radio"/>					
We are interested in partnering with organizations that provide Business Services	<input type="radio"/>					
We are interested in partnering with organizations that provide Employment Services	<input type="radio"/>					

We are interested in partnering with organizations that provide Education and Training

16. What are the most important issues facing your company or organization today?

Your Choices

- Growing revenue
- Taxes
- Regulations & "red tape"
- Cost/availability of insurance
- Competition in the market
- Inflation
- Capital access
- Cost of labor
- Cost reduction
- Innovation
- Development of employees
- Retention of employees
- Cost of Health Insurance

Other issues not included in the list:

Strategic Plan for Economic and Workforce Development in San Bernardino

17. What do you expect will be the most important issue(s) facing your company or organization one year from today?

Your choices

- Growing revenue
- Taxes
- Regulations & "red tape"
- Cost/availability of insurance
- Competition in the market
- Inflation
- Capital access
- Quality of labor
- Cost reduction
- Innovation
- Development of employees
- Retention of employees
- Cost of health insurance for employees

Other issues not included in the list:

18. What do you expect will be the most important issue(s) facing your company or organization five years from today?

Your choices

- Growing revenue
- Taxes
- Regulations & "red tape"
- Cost/availability of insurance
- Competition in the market
- Inflation
- Capital access
- Quality of labor
- Cost of labor
- Cost reduction
- Innovation
- Development of employees
- Retention of employees
- Cost of health insurance for employees

Other issues not included in the list provided:

Strategic Plan for Economic and Workforce Development in San Bernardino

19. Please identify the importance of the following skill(s) and knowledge when hiring new employees?

Your Choices

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Basic Skills and Knowledge (e.g. Math, Science, Reading, Writing and Speaking)	<input type="radio"/>				
Complex Problem-Solving Skills	<input type="radio"/>				
Social Skills (e.g. Coordination, Instruction, Negotiation, Persuasion, Service Orientation, Social Perceptiveness)	<input type="radio"/>				
Systems Skills and Knowledge (e.g. Judgment and Decision Making, Systems Analysis, Systems Evaluation)	<input type="radio"/>				
Technical Skills and Knowledge (e.g. Equipment Selection, Installation, Operation and Control; Operation Monitoring, Programming, Quality Control Analysis, Technology Design, Troubleshooting)	<input type="radio"/>				
Workplace Behavior and Values	<input type="radio"/>				
Management and Leadership	<input type="radio"/>				

Strategic Plan for Economic and Workforce Development in San Bernardino

20. Please identify the importance of the following strategies the Workforce Investment Board could undertake to assist with meeting the human capital needs of business in the County of San Bernardino:

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Promote and advertise job openings with our firm	<input type="radio"/>				
Provide pre-screened workers to fill job openings	<input type="radio"/>				
Provide pre-employment testing services for candidates pursuing specific job openings	<input type="radio"/>				
Provide short-term training in key occupational skill areas	<input type="radio"/>				
Provide access to local technical or business professionals that can provide assistance on a contract basis	<input type="radio"/>				
Provide space for recruitment and hiring events	<input type="radio"/>				
Train existing workers to meet new skill requirements in order to prevent separation from employment	<input type="radio"/>				
Provide financial resources to offset training costs of new employees	<input type="radio"/>				

Additional comments:

Strategic Plan for Economic and Workforce Development in San Bernardino

21. Please identify the importance of the following strategies to be used by the Workforce Investment Board to meet the needs of small business in the County of San Bernardino:

	Very Important	Important	Somewhat Important	Not Important	Unable to answer
Provide individualized consulting and technical assistance to small business owners	<input type="radio"/>				
Provide short-term training in specific business competency areas	<input type="radio"/>				
Provide mentoring to small businesses from experienced business owners	<input type="radio"/>				
Assist small businesses in obtaining financing	<input type="radio"/>				
Provide support to individuals who want to start a small business	<input type="radio"/>				
Help small businesses with accessing export markets	<input type="radio"/>				
Help small businesses tap into government procurement opportunities	<input type="radio"/>				
Help business owners develop replacement staff as employees approach retirement	<input type="radio"/>				
Develop local business networks to increase opportunities for collaboration and business growth	<input type="radio"/>				

Additional comments:

Economic Growth and Development

Please note that all questions in this section are optional. If you do not feel comfortable or do not have the information to respond to a specific question, please continue to the next question.

22. What are the most important assets that contribute to the economic vitality of our local area/region?

Your choices

- A highly diversified labor force, including educated professionals and workers with technical skills
- World-class research and development institutions, such as Loma Linda University
- Growing innovation industries, including engineering, scientific R&D, biotechnology, and clean energy
- A location in the County of San Bernardino or Southern California
- An extensive transportation and communications infrastructure that connects workers and goods within the region to global markets (highway, rail, water, communications, etc.)
- Communities with diverse housing options and open space to serve a wide range of income levels

Additional comments:

Strategic Plan for Economic and Workforce Development in San Bernardino

23. Please identify the importance of the following industry categories that you believe are the best poised to add a substantial number of new jobs in the local area/region in the coming years:

Your choices

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Agriculture, Forestry, Fishing and Hunting	<input type="radio"/>				
Mining	<input type="radio"/>				
Energy and Utilities (including Waste Management/Water Management/Water Reclamation)	<input type="radio"/>				
Construction	<input type="radio"/>				
Manufacturing	<input type="radio"/>				
Wholesale Trade	<input type="radio"/>				
Retail Trade	<input type="radio"/>				
Transportation/Warehousing/Logistics	<input type="radio"/>				
Information (includes Communications Technology)	<input type="radio"/>				
Finance and Insurance	<input type="radio"/>				
Real Estate Rental and Leasing	<input type="radio"/>				
Professional, Scientific and Technical Services (includes Bioscience)	<input type="radio"/>				
Management of Companies and Enterprises	<input type="radio"/>				
Administrative and Support	<input type="radio"/>				
Educational Services	<input type="radio"/>				
Healthcare and Social Assistance	<input type="radio"/>				
Arts, Entertainment, and Recreation	<input type="radio"/>				
Hospitality and Food Services	<input type="radio"/>				
Other Services (except Public Administration)	<input type="radio"/>				
Public Administration	<input type="radio"/>				

24. From your perspective, please identify the major ASSETS to attracting jobs to the local economy.

Strategic Plan for Economic and Workforce Development in San Bernardino

25. From your perspective, please identify the major BARRIERS to attracting jobs to the local economy.

Adult Strategies

Please note that all questions in this section are optional. If you do not feel comfortable or do not have the information to respond to a specific question, please continue to the next question.

26. Please identify the importance of the following challenges facing adult/dislocated workers in our county/region.

Your choices

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Family poverty	<input type="radio"/>				
High levels of family stress	<input type="radio"/>				
Low educational achievement	<input type="radio"/>				
Lack of transferable job skills	<input type="radio"/>				
Lack of marketable and industry-recognized credential or degree	<input type="radio"/>				
Unemployed, underemployed, and/or low skilled	<input type="radio"/>				
Veteran	<input type="radio"/>				
Disability	<input type="radio"/>				
Mental Health Issues	<input type="radio"/>				
Physical Health Issues	<input type="radio"/>				
Substance Abuse	<input type="radio"/>				
Home in foreclosure	<input type="radio"/>				
Inadequate housing	<input type="radio"/>				

Other (please specify)

Note: Dislocated Worker

A dislocated worker is an individual who has recently lost his/her job and one or more of the following are true:

Individual has been terminated, laid off, or received a "notice of termination or layoff" and is unlikely to return to their usual occupation or industry because of; 1) a permanent plant closure, 2) a substantial layoff, 3) foreign competition, and 4) lack of demand for their skills.

Strategic Plan for Economic and Workforce Development in San Bernardino

27. Which of the following Workforce Investment Board Strategies and/or programs in the area of adult education and training are most useful/beneficial to your organization?

- Increase the number of adult/dislocated workers who obtain a marketable and industry-recognized credential or degree
- Align the regional education system to develop career pathways and meet the educational needs of workers and priority-sector employers in the local area or regional economy
- Increase the number of career pathway programs in demand industries
- Increase the number of adult basic education students who successfully transition to postsecondary education, training or employment
- Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations
- Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and/or provides rapid transitions to new employment minimizing periods of unemployment
- Expand the availability of "Earn and Learn" models such as apprenticeships, On-The-Job Training (OJT) and other customized training choices where workers can build skills while working
- Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training
- Work collaboratively with business/industry and the education community to develop strategies to overcome barriers to skill achievement for job seekers

Other (please specify)

Strategic Plan for Economic and Workforce Development in San Bernardino

28. Please identify the importance of the following adult populations in relationship to how the Workforce Investment Board should prioritize its adult/dislocated worker resources and services:

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Adults with disabilities	<input type="radio"/>				
Veterans recently separated from military service	<input type="radio"/>				
Homeless adults	<input type="radio"/>				
Adults recently released from incarceration	<input type="radio"/>				
Adults recently fired and/or laid-off	<input type="radio"/>				
Senior workers	<input type="radio"/>				
Migrant/seasonal farmworker	<input type="radio"/>				

Other (please specify)

29. What action would you recommend the Workforce Investment Board take to be proactive in adult layoff aversion strategies:

- Use innovative training strategies to fill skills gaps by maximizing the use of skills training through partnerships with business, education, economic development agencies, and industry associations
- Promote Rapid Response* as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response)
- Develop effective Rapid Response, early layoff warning systems and layoff aversion strategies
- Expand and identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the Trade Adjustment Assistance (TAA) program

Additional comments:

Note: Rapid Response, to help growing companies access an available pool of skilled workers from other companies that are downsizing or who have been trained in the skills a company needs to be competitive and to respond to layoffs and plant closures by quickly coordinating services and providing immediate aid to companies and their affected workers. Rapid Response teams will work with employers and any employee representative(s) to quickly maximize public and private resources to minimize the disruptions on companies, affected workers, and communities that are associated with job loss.

Youth Strategies

Please note that all questions in this section are optional. If you do not feel comfortable or do not have the information to

Strategic Plan for Economic and Workforce Development in San Bernardino

respond to a specific question, please continue to the next question.

30. Please identify the importance of the following challenges facing young people in our county/region.

Your choices

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Criminal background	<input type="radio"/>				
Early parenthood	<input type="radio"/>				
Family poverty	<input type="radio"/>				
Gang activity	<input type="radio"/>				
High levels of family stress	<input type="radio"/>				
Inadequate housing	<input type="radio"/>				
Lack of positive adult role models	<input type="radio"/>				
Living in a single parent household	<input type="radio"/>				
Low educational achievement	<input type="radio"/>				
Mental health issues	<input type="radio"/>				
Physical health issues	<input type="radio"/>				
Substance abuse	<input type="radio"/>				
Violence in school or the community	<input type="radio"/>				

Other (please specify)

Strategic Plan for Economic and Workforce Development in San Bernardino

31. What are the primary youth services and activities available in your local region?

- Academic Tutoring
- After-School Activities
- Career Guidance
- Employment Services
- Health Services
- Mental Health Services
- Mentoring
- Performing Arts
- Recreation
- Sports

Other (please specify)

32. Which of the following Workforce Investment Board strategies and/or programs in the area of youth education and training are most useful/beneficial for your organization?

- Career guidance for youth
- Employment placement assistance
- Supportive Services
- Access to mentoring services
- Academic enrichment
- Summer employment
- Partnership with businesses
- Use of demand-driven models to help youth gain needed skills
- Promoting collaboration among youth service providers

Additional comments:

Strategic Plan for Economic and Workforce Development in San Bernardino

33. Please identify the importance of the following populations in relationship to how the Workforce Investment Board should prioritize its youth resources and services:

Your choices:

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Out-of-school youth	<input type="radio"/>				
Homeless youth	<input type="radio"/>				
Youth in foster care	<input type="radio"/>				
Youth aging out of foster care	<input type="radio"/>				
Youth offenders	<input type="radio"/>				
Youth involved in gang activity	<input type="radio"/>				
Children of incarcerated parents	<input type="radio"/>				
Migrant/seasonal farmworker youth	<input type="radio"/>				
Youth with disabilities	<input type="radio"/>				
Pregnant/parenting youth	<input type="radio"/>				

Local Area Workforce Profile

Please note that all questions in this section are optional. If you do not feel comfortable or do not have the information to respond to a specific question, please continue to the next question.

Strategic Plan for Economic and Workforce Development in San Bernardino

34. From your perspective, please identify the importance of what you believe are the key skill gaps or the educational needs among job seekers seeking employment in emerging or growing priority industry sectors.

Your choices

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Basic Skills and Knowledge (e.g. Math, Science, Reading, Writing and Speaking)	<input type="radio"/>				
Complex Problem-Solving Skills	<input type="radio"/>				
Social Skills (e.g. Coordination, Instruction, Negotiation, Persuasion, Service Orientation, Social Perceptiveness)	<input type="radio"/>				
Systems Skills and Knowledge (e.g. Judgment and Decision Making, Systems Analysis, Systems Evaluation)	<input type="radio"/>				
Technical Skills and Knowledge (e.g. Equipment Selection, Installation, Operation and Control; Operation Monitoring, Programming, Quality Control Analysis, Technology Design, Troubleshooting)	<input type="radio"/>				
Workplace Behavior and Values	<input type="radio"/>				
Management and Leadership	<input type="radio"/>				

Strategic Plan for Economic and Workforce Development in San Bernardino

35. Which of the following areas should the Workforce Investment Board focus its resources on to meet the needs of people who are unemployed or underemployed?

Your choices

- Basic Skills and Knowledge (e.g. Math, Science, Reading, Writing and Speaking)
- Complex Problem-Solving Skills
- Social Skills (e.g. Coordination, Instruction, Negotiation, Persuasion, Service Orientation, Social Perceptiveness)
- Systems Skills and Knowledge (e.g. Judgment and Decision Making, Systems Analysis, Systems Evaluation)
- Technical Skills and Knowledge (e.g. Equipment Selection, Installation, Operation and Control; Operation Monitoring, Programming, Quality Control Analysis, Technology Design, Troubleshooting)
- Workplace Behavior and Values
- Management and Leadership

36. What actions would you recommend the Workforce Investment Board take to be more effective in meeting the needs of job seekers and businesses in our County?

	Strongly Agree	Agree	Somewhat Agree	Disagree	Stongly Disagree	Unable to answer
Sector-based initiatives that focus on the needs of businesses and job seekers in a specific industry	<input type="radio"/>					
Career ladder approaches to training to provide upward mobility for low-skilled, low wage workers	<input type="radio"/>					
Develop partnerships that will help plan, organize and deliver workforce services to employers and job seekers	<input type="radio"/>					
Implement incumbent worker training to avert layoffs and increase regional competitiveness	<input type="radio"/>					
Support innovation that adds jobs by expanding existing businesses or creating new start-ups	<input type="radio"/>					

Strategic Plan for Economic and Workforce Development in San Bernardino

37. From your perspective, please identify the importance of what you believe are the key employment-related priorities among job seekers seeking employment in the County of San Bernardino.

	Very Important	Important	Somewhat Important	Not Important	Unable to Answer
Accessibility and Parking	<input type="radio"/>				
Benefits (including Medical, Dental, Retirement)	<input type="radio"/>				
Commuting Distance	<input type="radio"/>				
Compensation/Salary	<input type="radio"/>				
Education and Training	<input type="radio"/>				
Flexibility in Work Schedule	<input type="radio"/>				
Full-time versus Part-time	<input type="radio"/>				
Proximity to Public Transportation	<input type="radio"/>				
Work That Clearly Benefits Society	<input type="radio"/>				
Opportunities to Develop New Capabilities	<input type="radio"/>				

Role of the County of San Bernardino Workforce Investment Board

Please note that all questions in this section are optional. If you do not feel comfortable or do not have the information to respond to a specific question, please continue to the next question.

38. What action would you recommend the Workforce Investment Board take to be more visible in our County?

- Expand use of social media
- Hold more public meetings
- Expand outreach
- Expand partnerships with elected officials
- Expand partnerships with industry leaders
- Co-brand services with businesses
- Expand collaboration with local businesses or industry groups
- Expand use of online/video training
- Sponsor internship programs that help new graduates gain experience

Other (please specify)

39. What are some of the primary strategies that the Workforce Investment Board and others might promote to help support economic development in the County of San Bernardino?

40. How could the Workforce Investment Board leverage and/or combine its funding with other federal, state, local and private resources to promote workforce development?

Thank you for your time and commitment to the residents of the County of San Bernardino!



SAN JOAQUIN COUNTY
ENTERPRISE ZONE

BIENNIAL REPORT
JULY 1, 2010 - JUNE 30, 2012

SAN JOAQUIN COUNTY ENTERPRISE ZONE
56 S. Lincoln Street, Stockton Ca, 95206
209.468.3615 | www.sjcez.org

PROGRESS 2010-2012

With its July 2011 expansion, the San Joaquin County Enterprise Zone (SJCEZ) now exceeds 661 square miles. The SJCEZ also added two new municipal-partners, the cities of Ripon and Escalon. In terms of employment activity, the SJCEZ ranks in the top three of the 42 California Enterprise Zones, with 1,241 businesses hiring 20,092 new employees. SJCEZ employers have the potential to earn over \$750 million dollars in Tax Credits.

Focusing on strengthening EZ partnerships, the rejuvenated Business Team San Joaquin consolidated multiple committees into one all-encompassing group. The Team includes the Enterprise Zone Advisory Committee, workforce and economic development entities that focus on business retention, attraction, and expansion in San Joaquin County. Collaborating with our partners, EZ staff made 7,858 individual contacts and participated in 191 EZ marketing events, which resulted in 22 business location/retentions employing 2,399 people.

BRAND/MESSAGE

"A Less Taxing Way to Achieve Business Success"

As testament to our website's success, www.sjcez.org experienced average monthly visits (hits) of 25,133 during this period. The updated site now includes downloads of annual zone reports, zone boundary changes, business financing links, Enterprise Zone and Target Employment Area addresses. Updated printed marketing materials and trade show materials incorporate the new Enterprise Zone cities and our marketing message.



SAN JOAQUIN PARTNERSHIP MARKETING REPORT:

2,399 NEW & RETAINED JOBS

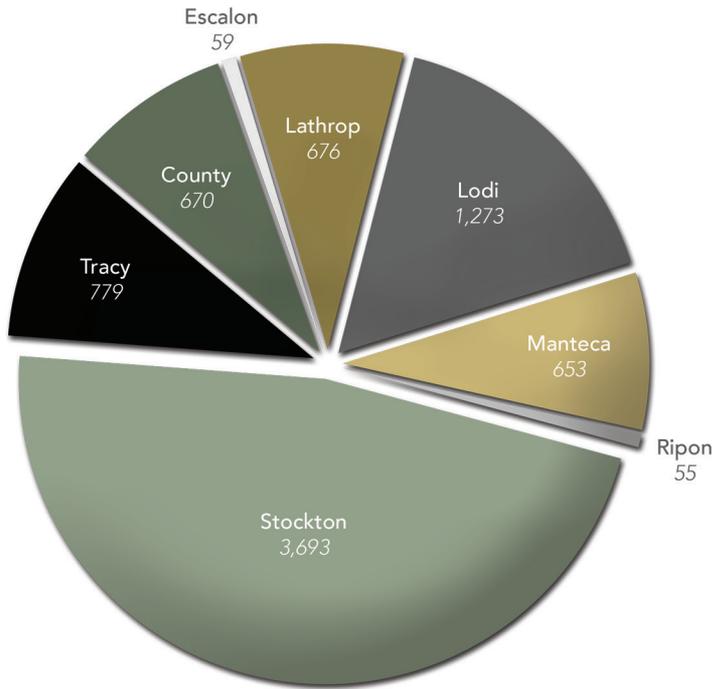
The San Joaquin Partnership serves as lead agency for business attraction into the County. Marketing materials distributed regularly include an electronic newsletter, Good News e-updates, and trade publication advertisements. Each medium includes the SJC Enterprise Zone logo, program and contact information. The SJ Partnership attended 17 business attraction venues this period in regional and national forums, promoting San Joaquin County's Enterprise Zone information.

SJC ECONOMIC DEVELOPMENT ASSOCIATION BUSINESS VISITS:

7,858 BUSINESS CONTACTS

During this period, the two Enterprise Zone Specialists collectively exceeded their business contact goal by completing 7858 business contacts.

EZ staff participated in 191 networking events, workshops, and presentations to various business groups providing current information to over 5300 attendees.



EZ SPECIALIST COMPANY CONTACTS BY CITY:

- FY 2010-2012

- 7,858 Contact Total

EZ SPECIALIST PRESENTATION / WORKSHOP CONTACTS

ORGANIZATION:	EVENTS:	ATTENDEES:
Service Clubs	9	240
Chamber of Commerce	124	2,455
Business Summits	12	352
Enterprise Zone Workshops	19	303
State of the City	7	1,525
Business Districts & Groups	20	429
TOTAL:	191	5,304

BUSINESS DEVELOPMENT SERVICES

Over 100 EZ businesses received individual service through the collaborative efforts of Business Team San Joaquin (BTSJ) agencies. Services include site location assistance, employee recruitment, EZ voucher training, business finance sourcing and entrepreneurial training and assistance. Using the Executive Pulse, contact management tracking system, BTSJ members communicate detailed service referrals, progress reports, and results.

REFERRAL SUMMARY:	REFERRALS:
Workforce / Training	39
Rapid Response	4
Local Government Services	3
Local Assistance	1
Financing / Capitol	4
Enterprise Zone	35
Entrepreneurship / Management	1
Employee Recruitment	12
Business / Strategic / Marketing Plan	1
TOTAL:	100

BUSINESS ATTRACTION EFFORTS

FOOD PROCESSING / GREEN TECHNOLOGIES

Located in the heart of California's breadbasket, we grow it, process it, and ship it. Our newest food processing companies include commodities such as nuts, individualized fruit cups, and wine. Many processors are investing in "green technology" for their processing. SJC Economic Development Association collaborates with Greater Stockton Chamber of Commerce's award-winning Green Team San Joaquin, referring companies to services such as energy efficiency audits and Enterprise Zone sales tax credits at Green Team events.

ADVERTISING, PROMOTION AND MEDIA COVERAGE

The San Joaquin County Enterprise Zone sponsors numerous business events, including State of the City, chamber workshops, and economic development presentations. Every city and chamber website contains a link to the EZ website. Print media frequently features EZ businesses. The stories usually include interviews with business and program management. Several local newsletters contain advertisements along with EZ business success stories.

PUBLISHER / PUBLICATION:	CITY:	ARTICLES / AD
The Stockton Record <i>(Daily Newspaper)</i>	Stockton, CA	10
Lodi Sentinel <i>(Daily Newspaper)</i>	Lodi, CA	2
Manteca Bulletin <i>(Daily Newspaper)</i>	Manteca, CA	2
Business Journal <i>(Periodical)</i>	SJ County	1
SJ Partnership Economic View	E-Newsletter	24
Stockton Downtown Alliance - Downtowner	Stockton, CA	3
City of Stockton - Small Business Monthly Update	Stockton, CA	10
TOTAL ARTICLES:		52



PARTNER ACTIVITIES

STOCKTON

During the 2011 State of the City address, Stockton's Mayor declared "economic development is priority one." EZ Staff participate in Economic Review Committee meetings where planning and permitting personnel review company projects and assist companies by streamlining the development process and coordinating available economic incentives to promote business expansion or location. Stockton's monthly newsletter, Small Business Monthly Update, frequently highlights businesses within the Enterprise Zone. The City's economic development and EZ staff share business retention visits to foster business growth and prosperity. Stockton's micro loan program provided 11 EZ businesses over \$313,000 in loans during this period.

LODI

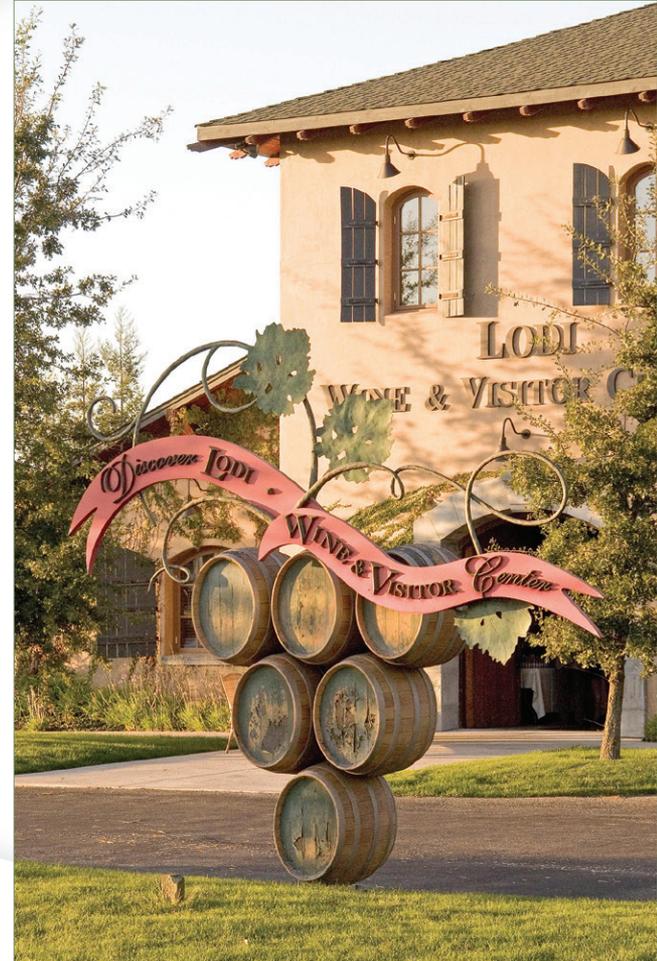
The growing wine industry added multiple tasting rooms to the city's Enterprise Zone area. The city shares a monthly list of business visitation requests with the EZ Staff. The Lodi Electric Utility's new hire discount program gives enterprise zone businesses a 1% discount for each new employee hired. Many EZ businesses take advantage of this program, receiving the maximum 15% discount.

TRACY

City and EZ staff conduct joint business outreach and retention visits and co-host Enterprise Zone workshops with the Tracy Chamber of Commerce. Tracy offers EZ businesses incentives to grow through In-Lieu-of-Parking and Grow Tracy Loans programs. Newly located businesses in Tracy include food processing, distribution and construction support jobs.

MANTECA

The city's fee deferral program helps EZ businesses looking to locate in the area. With their one-stop permit center, businesses receive expedited plan review and building permit approvals. City economic development staff meet with EZ Staff for up-to-date information on business visitations. A recent Business Seminar focused on Enterprise Zone and permitting process, with 75 of the city's largest employers attending.



LATHROP

The city's business workshops highlight the Enterprise Zone. Economic development staff collaborate with the EZ Staff on business visitations and Enterprise Zone updates.

ESCALON AND RIPON

Our newest EZ partners held multiple meetings with EZ Staff and the business community to promote the July 2011 EZ expansion. Joint visits between the city staff and EZ Staff targeted each city's largest employers.

SAN JOAQUIN COUNTY WORKNET

Workforce Development + Enterprise Zone

As the designated One-Stop operator for the local Workforce Investment Act programs, San Joaquin County WorkNet serves as the hub for employment and training opportunities and workforce development. Memorandums of Understanding with local partners, including the Human Services Agency, San Joaquin Delta College and the Employment Development Department ensure San Joaquin county residents receive comprehensive and seamless employment assistance through the 5 One-Stop Centers. The Centers, located throughout the County, enrolled 23,331 new members, received 224,816 visits, provided 1,625 clients with intensive services, and trained 835 individuals. Staff presentations on EZ benefits educate job seekers during orientations and workshops. WorkNet conducted 70 Interactive workshops with over 1,425 attendees, providing job seekers with a valuable tool to market themselves to potential EZ employers.

EZ Staff participated in two annual job fairs attended by over 9,000 people. The EZ booth was themed "Are you worth \$37,400 in tax credits to your next employer?"

CHAMBERS OF COMMERCE

The Enterprise Zone collaborates with area Chambers of Commerce by co-sponsoring business events. EZ Staff conducted workshops at local Chamber offices and receive ongoing client referrals from every Chamber in the Zone. EZ Staff regularly attend Chamber of Commerce mixers, tradeshow, and workshops, keeping the Enterprise Zone benefit message current. Every Chamber of Commerce within the zone shares website links to the EZ website.

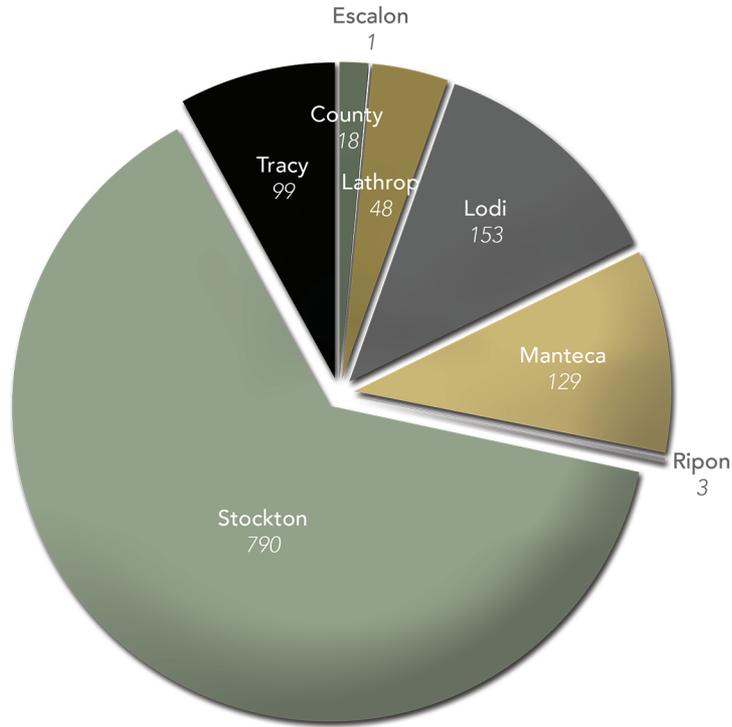


Stockton WorkNet Center
56 S. Lincoln Street, Stockton CA

TAX CREDIT HIRING VOUCHERS IMPROVE EMPLOYMENT

Despite the sluggish economy, during this reporting period, employers continued to utilize the EZ hiring Tax Credit to fuel their growth. San Joaquin County's unemployment rate improved during the biennial period, beginning with 17% in July 2010, down to 14% for June 2012, although the current rate is still well above California's overall 10% unemployment rate.

APPROVED VOUCHERS BY ELIGIBILITY CATEGORY (FISCAL YEAR 2010-2012):	VOUCHERS:
TEA Residents <i>(High Poverty Areas)</i>	17,983
Economically Disadvantaged <i>(Family earning at or Below Poverty Levels)</i>	921
Work Opportunity Credit <i>(Food Stamp Recipient, Long Term Financial Aid, Disabled Veteran)</i>	545
Ex Offender <i>(Ex-Convict Sentenced to Jail or Parole)</i>	264
Workforce Investment Act (WIA)	108
Public Assistance / CalWORKS <i>(Food Stamp Recipient, Cash Aid, Welfare-to-Work Participant)</i>	85
Vietnam Era / Recently Separated	63
Dislocated Worker <i>(Recently Laid Off and Receiving or Have Exhausted Unemployment Benefits)</i>	110
Native <i>(American, Samoan, Hawaiian)</i>	13
TOTAL NEW HIRES:	20,092

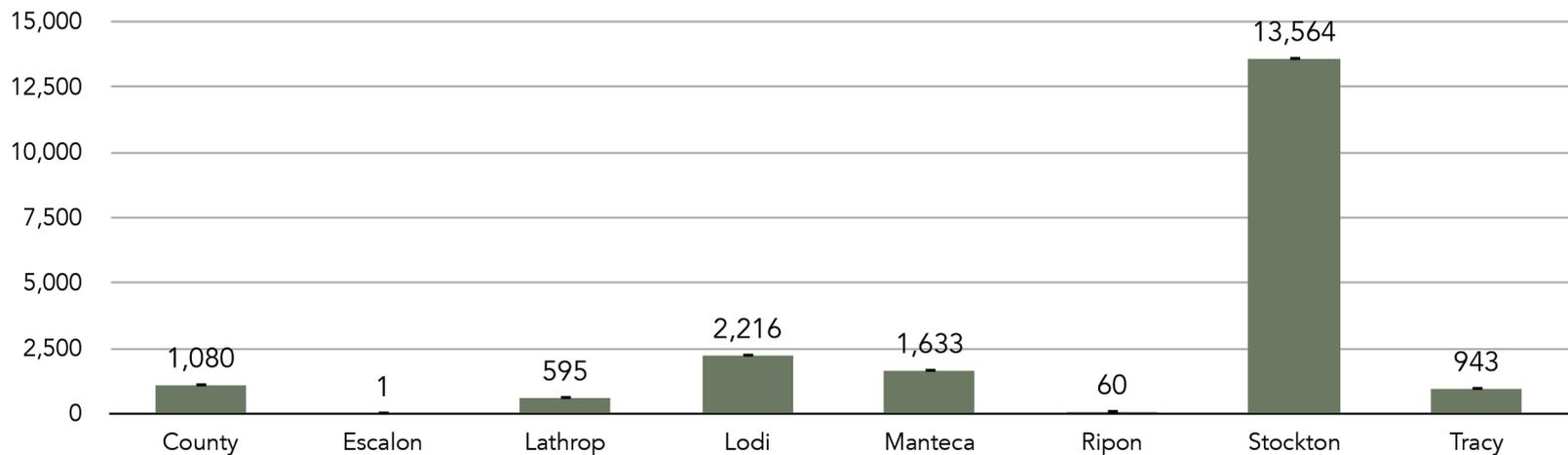


SJC ENTERPRIZE ZONE VOUCHERING COMPANIES BY CITY:

- FY 2010-2012
- 1,241

SAN JOAQUIN COUNTY ENTERPRISE ZONE

Approved Vouchers by City - FY 2012-2012 (20,092)



ENTERPRISE ZONE COMPANY PROFILES

STOCKTON

APPLIED AEROSPACE STRUCTURES CORP. (AASC)

Applied Aerospace Structures Corp. (AASC) has been located in Stockton for almost 50 years. The company, which began fabricating helicopter rotor blades, now focuses on lightweight, high performance engineered structures. AASC occupies a 271,500 square foot facility and currently employs 385 highly qualified engineers, designers, machinists, and technicians. AASC's investment in an extensive range of equipment and machinery ensures their capacity to manufacture a diverse range of products. AASC has recently contracted with Sir Richard Branson's Virgin Galactic to fabricate structural composite components for the WhiteKnightTwo and SpaceshipTwo space tourism vehicle.



The Enterprise Zone Program has been a key component in their financial strategies over the last two decades. As Linda Foth, Director of Human Resources states:

"The EZ Program and Tax Credits have helped us maintain our competitive position in a very competitive industry." "It's a good example of how EZ credits have helped give us a competitive advantage in securing contracts,"

DORFMAN PACIFIC

Dorfman Pacific recently celebrated its 90th year in business at their 275,000 square foot facility in Stockton. Dorfman Pacific prides itself in being one of the largest full-line, in-stock headwear, and handbag company in the world.

"During our 90 years in business, we have continuously changed to keep pace with our customers' headwear needs. The Enterprise Zone Program has helped fuel our growth, expansion, and success for close to ten years now. Our highly successful embroidery business is an example of how the credits we received from our hiring practices has contributed directly to our expansion into new ventures"

- Bakul Patel, VP of Finance

LODI

SPECIALTY COMMODITIES

Specialty Commodities purchased the 91-year-old, family-run Lodi Nut Company, which was included in the July 2011 EZ expansion. Specialty Commodities headquartered in Fargo, North Dakota, viewed Enterprise Zone hiring tax credit benefits as an incentive to remain in the area, thereby retaining 100 jobs and vouchering all of their 2012 new hires. Their recent \$5 million dollar capital investment in pasteurization equipment qualifies for the EZ sales tax credits, which along with EZ hiring tax credit enabled them to expand the new process and hire 20 new employees.



TRACY

SURTEC

Surtec specializes in the development, manufacture, and distribution of the latest technology in specialty maintenance chemicals for the commercial and industrial cleaning industry. San Joaquin County WorkNet has referred many potential new employees for their company.

“The Enterprise Zone Program and the WorkNet On-the-Job-Training program have been a great benefit to us, especially in these tough economic conditions. The Enterprise Zone credits have helped us remain competitive in a very tough industry and allow us to continue our aggressive research and development program to create greener, more effective cleaning products. The On-the-Job--Training program and EZ credits allows us the opportunity to hire additional staff that can be trained to meet our growing demands.”

- William “Bill” Fields, President of Surtec

SAN JOAQUIN COUNTY ENTERPRISE ZONE PARTNERS



SAN JOAQUIN PARTNERSHIP



**San Joaquin County Workforce Investment Board and Northern California
Apprenticeship Training Coordinators
MEMORANDUM OF UNDERSTANDING**

I. Preamble

Whereas Northern California faces a looming skills gap, high unemployment, and lack of funding for the education and workforce system; and

Whereas, due to lack of coordination among workforce Investment boards, educational institutions, and apprenticeship programs students do not consistently receive the full range of services they need to succeed in obtaining skills critical to the economy; and

Whereas, state and federal budget cuts have significant, detrimental effects on education, apprenticeship and workforce development programs; and

Whereas, the growing emphasis on postsecondary completion at the federal and state policy level provides further impetus for service delivery innovation and systems reform;

Whereas AB554 was passed into law requiring local boards to ensure that programs and services funded by the Workforce Investment Act (WIA) are conducted in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards:

Therefore, the undersigned join together to adopt this Memorandum of Understanding (MOU) to build better working relationship, create common policies and practices, share best practices, and focus training funds to prepare job seekers for high-demand jobs in Northern California.

This Memorandum of Understanding (MOU), entered into by and between the undersigned parties sets forth in the understandings reached between the entities concerning how Workforce Investment Boards and Joint Apprenticeship Training Councils will work together to align operating policies, improve coordination of training programs, establish cross-referral and co-enrollment of trainees, and develop policies on reporting and promoting training successes and outcomes.

The San Joaquin County Workforce Investment Board will increase and improve the employment opportunities for job seekers and the training opportunities available to employers by fostering cooperation, and collaborating on policy alignment with the JACTs, including:

- Providing resource information on the One-Stop Career Center system and the WIA eligibility guidelines to the Joint Apprenticeship Training Coordinators.

- Providing technical assistance to Joint Apprenticeship Training Coordinators who wish to list their programs on the State Eligible Training Provider list and ensure that WIA training funds targeted to apprenticeable occupations are coordinated with Division of Apprenticeship standards-approved apprenticeship programs.
- Promoting the value of approved apprenticeship and “Learn to earn” models of training and increased investments in these models.
- Developing the process for coordinating recruitment for pre-apprenticeship and apprenticeship training programs, including screening and testing of candidates and co-enrollment in the WIA program.
- Providing information on available resources, discretionary grant funding, on-the-job-training wages subsidies, tax incentives, and supportive services available to assist apprentices in successfully completing the apprenticeship program.

The Department of Industrial Relations, Division of Apprenticeship Standards and the Joint Apprenticeship Training Coordinators will expand access to “middle-skill jobs” which result in career pathways and access to “Learn to earn” training, including classroom instruction, hands-On training, and placement in jobs, by

- Providing outreach materials, handbooks, and manuals to train on-stop staff and partners on Pre-apprenticeship training programs and Joint Apprenticeship Training Programs in Northern California, including application deadlines and processes, pre-requisites for training, description of skills/ competencies to be gained, career pathways, and wages.
- Working with One-Stop Career Centers to conduct targeted outreach to under-represented populations, with particular emphasis on long-term unemployed, veterans, women and minority men.
- Providing assistance to One-Stop Career Center coaches in tracking trainee progress, documenting attainment of credentials, and reporting employment outcomes.
- Providing information to employers on how to connect to existing apprenticeship programs or start a new apprentice program for an occupation which does not have an apprenticeship program.

In consideration of the foregoing, and the mutual covenants and promises set forth below, the parties agree as follows:

II. Duration of Memorandum

The term of this MOU shall be a period o one year from the date of execution. The agreement shall automatically renew for successive one-year terms, unless

any Member provides written notice of intent to withdraw from the MOU. This MOU may be amended by written notice signed by all parties to the MOU.

III. Termination

In the event that it becomes necessary for a Member to cease being a party to this MOU, the Member shall notify the other parties, providing not less than sixty (60) days written notice of such intent to withdraw to the other parties to this MOU.

IV. Hold Harmless

Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, state or local governments, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

V. Nondiscrimination

Parties to this Agreement shall not unlawfully discriminate or harass any employee, applicant or participant under this Agreement due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.* and related applicable regulations.) Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or such other agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause and all related subcontracts and financial agreements.

VI. Americans with Disabilities

Parties to this MOU will also comply with the Americans with Disabilities Act of 1990 which prohibits discrimination.

VII. Governing Law

This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

VIII. No Partnership

The undersigned are not entering into a partnership by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent contractor and is neither a partner, agent, nor employee of the other.

IV. Entire Agreement

This instrument contains the entire agreement of the parties relating to the rights granted and obligations assumed in this instrument. Any oral representations or modifications concerning this instrument shall be of no force or effect unless contained in a subsequent written modification signed by the party to be charged.

IX. Signatures

THEREFORE, the undersigned Parties have executed this MOU.

Party	Authorized Representative	Date	Signature

DRAFT

Attachments (Brochures)

- Enterprise Zone, San Joaquin County, 2012, Brochure
- Enterprise Zone, San Joaquin County, 2012, Hiring Credits, Brochure
- Revolving Loan Fund, San Joaquin County, 2012, Investing in Employers, Brochure
- Revolving Loan Fund, San Joaquin County, 2012, What is RLF, Brochure
- San Joaquin County WorkNet, San Joaquin County, 2012, Private Sector Youth Work Experience Program, Brochure
- San Joaquin County WorkNet, San Joaquin County, 2012, Summer Jobs for Youth, Brochure
- Small Business Development Center, San Joaquin Delta College, 2012, Starting and Financing a Business, Brochure
- Small Business Development Center, San Joaquin Delta College, 2012, Your Small Business Success Is Our Business, Brochure
- Small Business Development Center, San Joaquin Delta College, 2012, Come to a Small Business Start-up Workshop, Brochure
- Stockton Chamber Apprenticeship Program-Subsidized Employment, Greater Stockton Chamber of Commerce, 2012, Looking to Fill Entry-Level Position, Brochure

A Partnership Between



SJC
ECONOMIC
DEVELOPMENT
ASSOCIATION



SAN JOAQUIN PARTNERSHIP
A Private Non-Profit Economic Development Corporation



56 S. Lincoln Street
Stockton, CA 95203
(209) 468-3615
www.sjcez.org

SAN JOAQUIN COUNTY
ENTERPRISE ZONE



SAN JOAQUIN COUNTY
ENTERPRISE ZONE

www.sjcez.org

Zoned for Success!

The State of California designated only 42 Enterprise Zones throughout the state to encourage business expansion. This translates to California tax savings and incentives that can substantially reduce operating costs for businesses located within an Enterprise Zone.

The San Joaquin County Enterprise Zone is a prime location for your business to access major worldwide markets. With an excellent intermodal system including the convergence of Interstates 5 and 205, State Highways 99 and 205, an airport, a nationwide railway system (*Burlington Northern Santa Fe and Union Pacific*), the nearby Port of Oakland and the Port of Stockton on the Deepwater Channel, the San Joaquin County Enterprise Zone is the “Global Gateway” for your local and international business connections.

In addition to the tax incentives for business, the San Joaquin County Enterprise Zone has readily available and favorably priced properties (improved and unimproved), semi-skilled and skilled workforce, and a public/private network that is committed to providing companies with a pro-business environment.



SAN JOAQUIN COUNTY
ENTERPRISE ZONE

State Tax Credit Incentives

- ❑ Hiring Tax Credit - \$37,400 or more per new employee over a five-year period
- ❑ Sales and Use Tax Credit on machinery purchases for manufacturing
- ❑ Business Expense Deduction - up to \$20,000 per year on tangible personal property
- ❑ Net Operating Loss Carryover - up to 100% carryover to future years
- ❑ Net Interest Deduction for Lenders - may result in 3-4% increase in return on investment



Local Incentives

- ❑ Development Coordination
- ❑ Preliminary Project Review Meetings
- ❑ One-Stop Permit Centers
- ❑ Fee Estimates
- ❑ Fast Track Application Processing

Employee Recruitment

- ❑ Customized Staffing Recruitment services at no cost
- ❑ We will work with you to design a recruitment specifically for your company
- ❑ Based on your specification, we can screen applicants to meet your minimum qualifications
- ❑ Screening for Enterprise Zone Hiring Tax Credit eligibility

Financing Opportunities

- ❑ Small Business Administration (SBA) Financing SBA 504 and 7A
- ❑ San Joaquin County Revolving Loan Fund loan packaging fee waived
- ❑ San Joaquin Angels provides equity financing for fast-growing early stage companies
- ❑ Community sponsored commercial financing

For further information on how your company can benefit from doing business in the San Joaquin County Enterprise Zone contact:

Enterprise Zone Manager
56 S. Lincoln Street
Stockton, CA 95203
(209) 468-3615
ezmanager@sjcworknet.org
www.sjcez.org

A Partnership Between

Tell Me More!



SJC
ECONOMIC
DEVELOPMENT
ASSOCIATION



SAN JOAQUIN PARTNERSHIP
A Private Non-Profit Economic Development Corporation

The San Joaquin County Enterprise Zone is one of only 42 Enterprise Zones throughout California. Designed to encourage business expansion and retention, Enterprise Zones translate to California tax savings and incentives that can substantially reduce operating costs for businesses located within an Enterprise Zone.

In addition to the Hiring Credits, your business may qualify for:

- ☑ Sales and Use Tax Credits
- ☑ Business Expense Deductions
- ☑ Net Operating Loss Carryover
- ☑ Net Interest Deductions
- ☑ Local Incentives



SAN JOAQUIN COUNTY
ENTERPRISE ZONE

is a regional program available to many employers in Lodi, Manteca, Lathrop, Tracy, Stockton and unincorporated areas of San Joaquin County.

Hiring Tax Credits are just one of the various ways you can benefit from locating in the San Joaquin County Enterprise Zone. Contact us today to find out how we can help with your specific needs.



SAN JOAQUIN COUNTY
ENTERPRISE ZONE

HIRING CREDITS

56 S. Lincoln Street • Stockton, CA 95203
209.468.3615 • ezmanager@sjcworknet.org

www.sjcez.org

Hiring Credits

Established June 22, 2008, the San Joaquin County Enterprise Zone is a tax benefit program designed to reduce the cost of doing business. Any business located within the enterprise zone boundaries, whether you are a mom and pop operation or multi-national corporation, may be eligible to earn tax credits.

One of the most valuable benefits of locating or operating a business within an enterprise zone are the hiring credits.



By hiring a qualified employee and applying for a “voucher”, your business may save more than \$37,400 over a period of five years for each qualified employee.

Our staff can help you find employees that qualify for hiring credits and will help you establish a system for streamlining the voucher application process.



Qualified Employees

Qualified employees include individuals who immediately preceding hire were in one of the following categories:

- ❑ Resident of a Targeted Employment Area (TEA)
- ❑ Dislocated Worker
- ❑ Vietnam Era Veteran
- ❑ Native American, Native Samoan, Native Hawaiian, or member of another group of Native American descent
- ❑ Disabled Individual
- ❑ Enrolled in, or eligible for, Workforce Investment Act services - Intensive or Core B
- ❑ Eligible for CalWORKs
- ❑ Qualified for the Work Opportunity Tax Credit (WOTC)
- ❑ Economically Disadvantaged
- ❑ Ex-offender
- ❑ Recipient of, or eligible for, public assistance

The Voucher Process

To obtain a Hiring Credit Voucher, an employer can:

1. Download and complete the Voucher Application at www.sjcez.org for qualified employees.
2. Attach the documentation to verify the employee's eligibility (further information on acceptable documentation is available at www.sjcez.org)
3. Submit the Voucher Application, the eligibility documentation, and the required fees to:

Economic Development Association
56 S. Lincoln Street
Stockton, CA 95203

Additional assistance with the voucher process can be obtained by contacting staff at:



SAN JOAQUIN COUNTY
ENTERPRISE ZONE

56 S. Lincoln Street
Stockton, CA 95203
Phone: (209) 468.3615
ezmanager@sjcworknet.org

www.sjcez.org



INVESTING IN EMPLOYERS

Since its inception, the San Joaquin County Revolving Loan Fund has loaned tens of millions of dollars to businesses in San Joaquin County to promote a healthy economic environment.

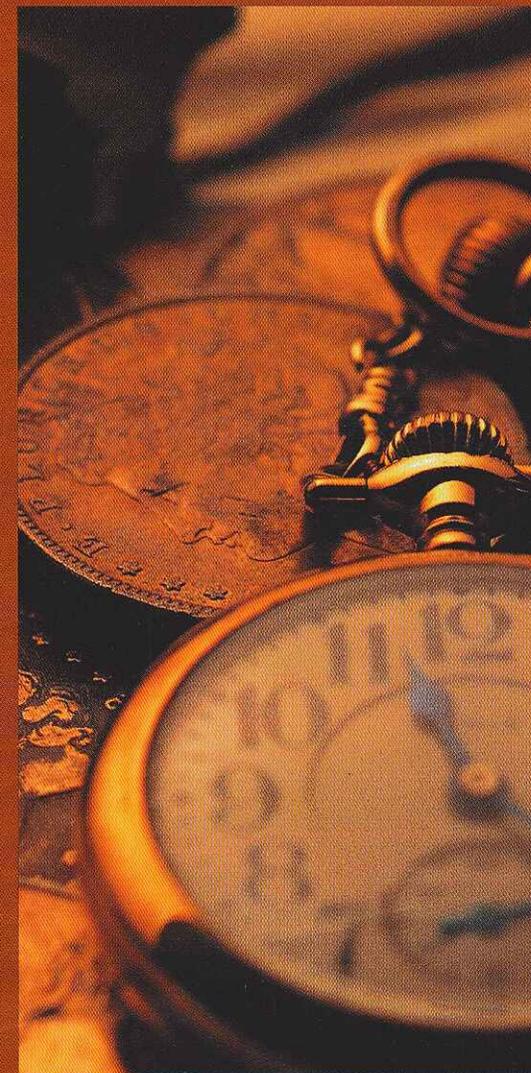
These funds have been used by qualifying businesses to create and save thousands of jobs, as well as preserve the business climate, throughout the county.

San Joaquin County
worknet



SJC EMPLOYMENT & ECONOMIC DEVELOPMENT DEPARTMENT

56 S. Lincoln Street
Stockton, CA. 95203
209.468.3615
www.sjworknet.org



SAN
JOAQUIN
COUNTY
REVOLVING
LOAN FUND

BUSINESS LOANS

REVOLVING LOAN FUND

San Joaquin County

THINKING ABOUT A LOAN?

Here's what you can finance...

- Working capital
- Inventory purchase
- Machinery & equipment
- Furniture & fixtures
- Leasehold Improvements
- Gap financing

Any combination of the above can be made as a loan.

The Advantages of an RLF loan

- No prepayment penalties
- Flexible repayment terms

Loan Amount & Interest Rates

- \$25,000 to \$1,000,000
- Market rates are fixed

DO YOU QUALIFY FOR AN RLF LOAN?

Yes...if your business is:

- Located in San Joaquin County
- Able to repay debt
- Creates or retains jobs
- Unable to secure alternate financing

Eligible Collateral

- Personal and/or business real estate
- Equipment, inventory and accounts receivable
- Personal assets
- Personal guarantees of major stock holders

How Long Can I Take to Repay an RLF Loan?

- Working Capital & Inventory...
Up to five years
- Machinery & Equipment...
Up to 10 years
- Commercial Real Estate...
Up to 15 years

A loan that combines two or more of the above will have a weighted average maturity.

WHAT WE NEED TO BEGIN PROCESSING YOUR LOAN

Completed Loan Application

- Current company financial statement (less than 60 days old).
- Previous three years company financial statements and tax returns.
- Personal financial statements and previous three years tax returns from all major (20 percent-plus) stockholders.
- Application fee (based on loan amount requested).

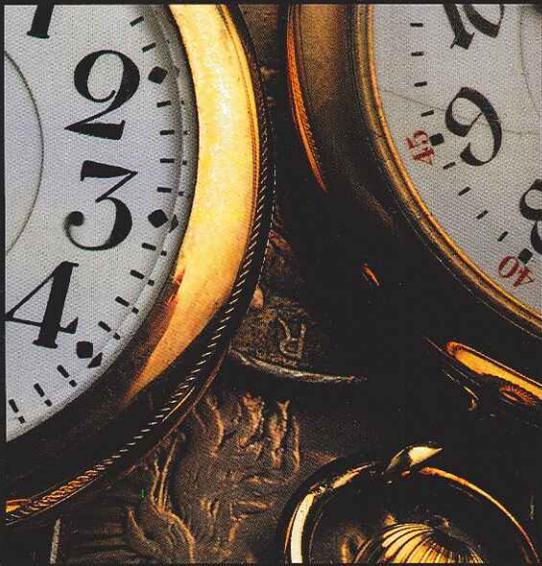
Who to Contact for More Information

- Call 209.468.3615 to speak to a Loan Officer or visit our office at:

56 S. Lincoln Street
Stockton, CA 95203

- Visit our website at:
www.sjworknet.org

EMPLOYMENT & ECONOMIC
DEVELOPMENT DEPARTMENT



WHAT IS RLF?

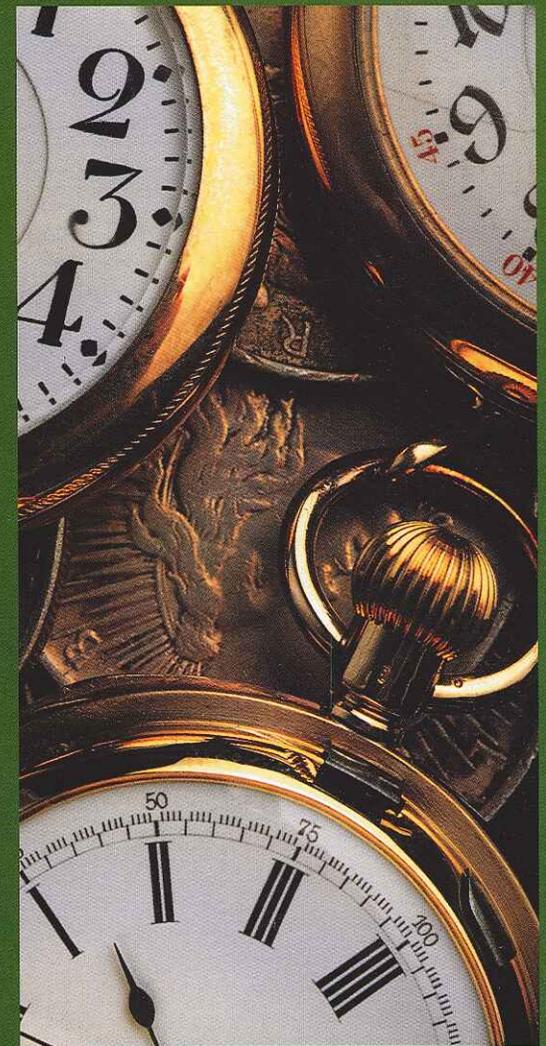
The San Joaquin County Revolving Loan Fund (RLF) is operated under the auspices of the county Employment & Economic Development Department to promote business growth and job creation. It is designed to fill the needs of business borrowers who are unable to obtain financing from banks or other commercial lenders. If you have a customer or applicant whom you are unable to assist in full or part, we can participate in the loan request or we will consider the entire loan request.

San Joaquin County
worknet



SJC
EMPLOYMENT
& ECONOMIC
DEVELOPMENT
DEPARTMENT

56 S. Lincoln Street
2nd Floor
Stockton, CA 95203
209.468.3615
www.sjeworknet.org



SAN
JOAQUIN
COUNTY
REVOLVING
LOAN FUND

REVOLVING LOAN FUND

San Joaquin County

SEND US THE GOOD LOANS YOU CAN'T MAKE

The San Joaquin County Revolving Loan Fund is interested in your customers or loan applicants who, marginally, do not meet your lending criteria. The customer, the bank and the RLF all benefit from your referral.

YOU WILL ENJOY THESE ADVANTAGES

- You will maintain lending relationship through use of gap financing.
- You will maintain deposit relationship.
- Your referral may enhance CRA rating/compliance.
- Your relationship remains open to future lending opportunities.

The RLF processes loan requests much like traditional lenders; however, there are two distinct eligibility requirements. The applicant must show evidence that they are unable to obtain financing from conventional sources, and they must show the ability to create or retain jobs. Our guidelines require that for every \$20,000 we lend, a job must be created within three years.

The business also must be located in San Joaquin County. Each application is analyzed on a case-by-case basis, using prudent lending guidelines. These are similar to conventional lending institutions, but allow more flexibility for deal structuring and collateral coverage.

We can provide financing for business expansions and acquisitions and sometimes, start-ups. Loans are available from \$25,000 to \$1,000,000. Interest rates are fixed with discounts available to businesses that provide community benefits or are located in the Enterprise Zone. There are no prepayment penalties.

THE BUSINESS INCUBATOR LOAN

The Business Incubator Loan program provides funds to small businesses with financing needs of less than \$25,000. A viable business plan and a good credit history are prerequisites for these loans. Please call our office for further details at 209.468.3615 or visit us on the internet at www.sjeworknet.org

FINANCING FOR:

- Working capital
- Inventory
- Machinery & equipment
- Furniture & fixtures
- Leasehold improvements

EMPLOYMENT & ECONOMIC
DEVELOPMENT DEPARTMENT



Retail Sales



Warehouse & Logistics Employment



Office Occupations

SAN JOAQUIN COUNTY



YOUR WORKFORCE RESOURCE

- **Stockton WorkNet Center**
56 S. Lincoln Street
Stockton, CA 95203
(209) 468.3500
- **San Joaquin Delta College WorkNet Center**
5151 Pacific Avenue
Stockton, CA 95207
DeRicco Student Services Building
2nd Floor, Room 208
(209) 954.5151 ext. 6300
- **CHD WorkNet Center**
631 E. Oak Street
Lodi, CA 95240
(209) 331.2081
- **Manteca WorkNet Center**
302 Northgate Drive
Manteca, CA 95336
(209) 825.1300
- **Tracy WorkNet Center**
543 W. Grant Line Road
Tracy, CA 95376
(209) 831-5002

This WIA Title I-financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

PRIVATE SECTOR YOUTH WORK EXPERIENCE PROGRAM

SAN JOAQUIN COUNTY



www.sjcoworknet.org

Private Sector Youth Work Experience Program

Is a collaboration effort between Businesses, Educational Institutions & San Joaquin County WorkNet to help youth between the ages of 16-21 transition into the world of work. Employers with job openings are able to hire a student who has some work experience, try them out for up to eight (8) to twelve (12) weeks depending on the wage. Expected at the end of the program. Only qualified candidates are referred after they successfully complete the work experience program, The employer will hire the individual at the end the August period?

Employer Benefits

- All pre-screening is done for you and only applicants meeting your specifications are referred to you for employment consideration.
- You specify the requirements of the job, length of training needed and will be the final decision maker on who is chosen.



No Cost Or Risk For The Employer

WorkNet does not charge employers for services, and with very limited paperwork, the Work Experience program helps you save money by:

- Reducing the need for expensive help wanted advertisements,
- Cutting the time and expense of applicant screening; and
- Offsetting the cost of training new employees.
- WorkNet will pay the employees wage and Workers Compensation up to the first 90 days of employment training.

SAN JOAQUIN COUNTY



www.sjcoworknet.org

Contact the Youth Private Sector Work Experience Program Coordinator

Program Coordinator: Judy Beitz
San Joaquin County WorkNet
56 S. Lincoln Street, Stockton, CA 95203

Phone: 209-468-3588

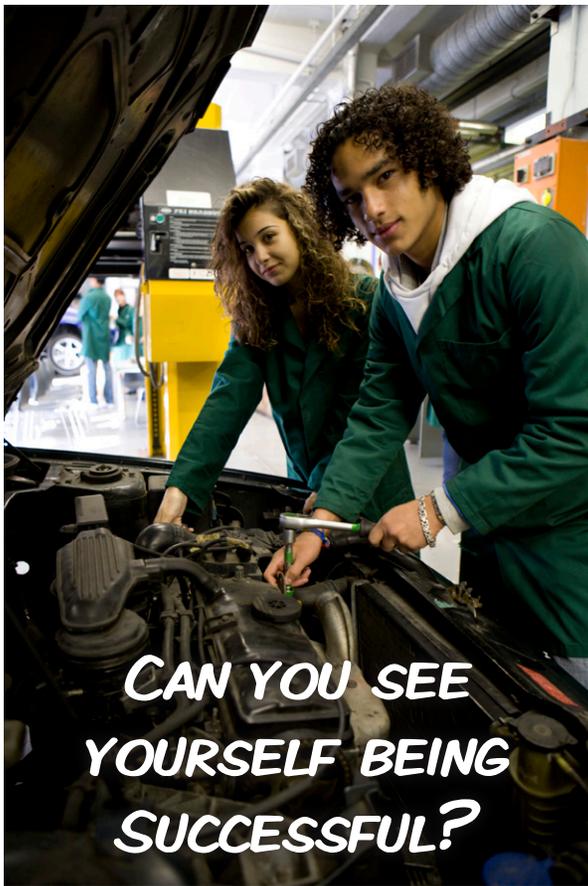
Fax: 209-468-3561

E-mail: jbeitz@sjcoworknet.org

*It's a win-win situation.
By your participation
in this program, you
are helping to prepare
tomorrows workforce
including your own.*



*The selection & hiring
decision is always left
up to you! You set
the standard terms &
conditions and you
get the benefits*



**CAN YOU SEE
YOURSELF BEING
SUCCESSFUL?**

- California State Employment Development Department (EDD)
- San Joaquin County Office of Education (COE)
- San Joaquin County WorkNet
- California Human Development (CHD)
- Your Local Chamber of Commerce
- Army National Guard



Preparing tomorrow's workforce through Youth Employment Opportunities within our communities

CHD WorkNet Center
631 E. Oak Street
Lodi, CA 95240
(209) 331-2081

San Joaquin Delta WorkNet Center
DeRicco Student Services Building
5151 Pacific Avenue, Room 208
Stockton, CA 95207
(209) 954-5151 - EX 6300

Manteca WorkNet Center
302 Northgate Drive
Manteca, CA 95336
(209) 825-1300

Stockton WorkNet Center
56 S. Lincoln Street
Stockton, CA 95203
(209) 468-3500

Tracy WorkNet Center
543 West Grant Line Road
Tracy, CA 95376
(209) 831-5002



www.sjcworknet.org



**SUMMER JOBS
FOR YOUTH**

Preparing tomorrow's workforce
through Youth Employment
Opportunities within our
Communities



Summer Jobs,

Is a community-wide effort to provide employment opportunities to youth between the ages of 16-21 throughout San Joaquin County. This is a partnership between the business community and local service organizations.

Youth participating in the program will complete a Job Readiness Workshop which provides them with an orientation to the world of work.

- Employer Expectations
- Work Maturity
- Job Searching Skills
- Work Ethics
- Responsibility
- Job Keeping Skills



**SUMMER JOBS
FOR YOUTH**

LIST YOUR AVAILABLE JOB OPENINGS WITH THE SUMMER JOBS TEAM.



The benefits to the Employer, Youth and the Community are limitless!!!

Preparing tomorrow's workforce through Youth Employment Opportunities within our communities



Are you looking for the right person to become a part of your work force team? An individual with enthusiasm, great attitude, and excited to learn new skills.

Then contact the Summer Jobs program coordinator at San Joaquin County WorkNet.

San Joaquin County WorkNet
56 South Lincoln St.
Stockton, CA 95203

Judy Beitz
Phone: 209-468-3588
E-mail: jbeitz@sjcworknet.org



Starting and Financing a Business

Be Prepared!

Attend this informational workshop

Topics for this 2-hour session include:

- Legal requirements and regulations
- Business planning
- Sources of funding
- Determining funding needs
- Preparing a funding request

You will receive a CD which includes the *Resource Guide to Starting & Operating a Small Business*.

When: 2nd Wednesday, 4:30-6:30pm, or
4th Wednesday, noon-2pm

Where: Small Business Development Center (SBDC)
56 S. Lincoln Street, Stockton, CA 95203

Cost: \$25

For more information or to register:

209.954.5089
sbdc@deltacollege.edu
www.sbdc.deltacollege.edu

Co-Sponsors: SCORE
San Joaquin County WorkNet

The SBDC is co-sponsored by CSU Chico Research Foundation/CED. It is funded in part through a cooperative agreement with the U.S. SBA. All opinions, conclusions or recommendations expressed are those of the author(s) and do not necessarily reflect the view of the SBA. The SBDC program is nondiscriminatory. Reasonable accommodations for the disabled will be made, if requested in advance.



Our Commitment

- Complete confidentiality
- Professional and customized business management consulting, at no charge, to meet the unique needs of your business
- Up-to-date business management training at no charge or at a nominal fee
- Practical up-to-date information and guidance for "real world" implementation
- Guidance in setting and reaching your business goals
- Research assistance and interpretative analysis



SBDCs Generate Results

With SBDC assistance, U.S. business owners report:

- 57,207 new jobs created and 63,399 jobs saved
- 11,802 businesses started annually
- More than \$3 billion in loans
- Sales increased by \$3.1 billion
- Every \$1 spent on the SBDC Network enabled small businesses to access \$14.19 in new capital
- Business sales saved: \$4.8 billion

Source: ASBDC - 2009 impact



Main SBDC Office • San Joaquin County

56 S. Lincoln Street
Stockton, CA 95203
209.954.5089
209.939.0385 (fax)
www.sbdc.deltacollege.edu
sbdc@deltacollege.edu (email)

Alpine County • Outreach

Alpine County Chamber of Commerce
P.O. Box 265
3 Webster Street
Markleeville, CA 96120
530.694.2475
530.694.2478 (fax)

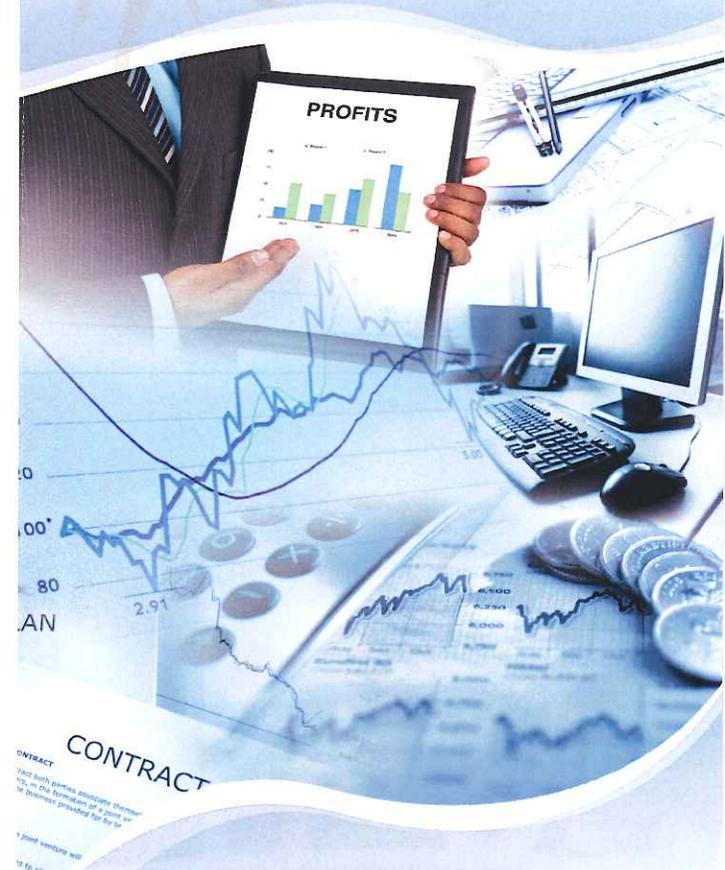
Amador County • Outreach

Amador Economic Development Corporation
P.O. Box 1077
1500 S. Highway 49, #202
Jackson, CA 95642
209.223.0351
209.223.2261 (fax)

Calaveras County • Outreach

Mother Lode Job Connection
700 Mountain Ranch Road., Suite A
San Andreas, CA 95249
209.954.5089
209.939.0385 (fax)

Your Small Business Success Is Our Business



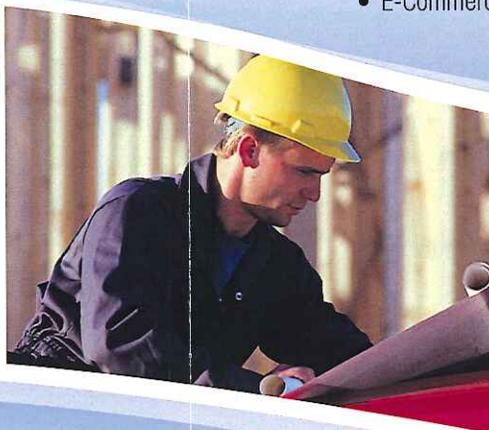
Our Mission Is Your Success!

The Small Business Development Center assists existing businesses be competitive in a complex marketplace and helps new entrepreneurs realize their dream of business ownership.

SBDC provides business consulting and training in the following areas:

Business Planning & Management

- Business Plan Development
- Business Start-Up Assistance
- Expansion & Growth
- International Trade
- Licensing and Permits
- Employee Management
- Buying & Selling a Business



Resources

- Business Consulting
- Business Training
- Business Library
- Computer Access
- Referrals

Financial Management

- Cash Flow Management
- Funding Options
- Bookkeeping & Accounting
- Loan Application Assistance
- Financial Analysis & Projections
- Government Contracting
- Business Valuation & Strategies
- Tax Planning & Requirements
- Payroll Management

Marketing

- Identifying Market Niches
- Advertising & Promotional Strategies
- Business Feasibility Evaluation
- Marketing Plan Development
- Pricing
- E-Commerce

Business Loans

The SBDC helps small business owners develop a financial package and identify financial resources for loans from \$5,000 to over \$1 million.

Mystery Shopping

See your business through the eyes of your customers! The SBDC provides "secret shoppers" to evaluate pricing, merchandise display, customer service, and more (benefits retail and service businesses, restaurants, etc).

Virtual Office/Incubator

The Incubator provides home-based businesses, satellite offices, and emerging businesses part-time office use, a business address, a mail box and access to all SBDC services. Leases are flexible with affordable monthly rates.

Women Entrepreneurs

Providing in-depth training in each step of starting and operating a business and offered each summer, Women Entrepreneurs is dedicated to increasing the economic independence of women.



Funded in part through a Cooperative Agreement with the U.S. Small Business Administration.



San Joaquin Delta College



Starting a Business? **Come to a Small Business Start-up Workshop**

This one-hour session includes information on:

- Legal requirements and regulations
- Sources of financing
- Free business resources

You will receive a CD which includes the *Resource Guide to Starting & Operating a Small Business*.

Manteca

1st Thursday, noon

Manteca Chamber of Commerce, 183 W. North St.

Co-sponsors: Manteca Chamber of Commerce, SCORE

Reservations: (209) 823-6121 or (209) 954-5089

Tracy

2nd Thursday, noon

Tracy District Chamber of Commerce, 223 E. 10th St.

Co-sponsors: Tracy District Chamber of Commerce, SCORE

Reservations: (209) 835-2131 or (209) 954-5089

Lodi

3rd Thursday, noon

Lodi District Chamber of Commerce, 35 S. School St.

Co-sponsors: Lodi District Chamber of Commerce, SCORE

Reservations: (209) 367-7840 or (209) 954-5089

Co-Sponsor: WorkNet of San Joaquin County

Cost: \$15

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Award Winning Program

Stockton Chamber Apprenticeship Program is an Award Winning Program of the Greater Stockton Chamber of Commerce. It has won the Regional Gold Award of Excellence from the San Joaquin Council of Governments. SCAP has also been recognized by the California Association for Local Economic Development and is a model for the State of California's welfare reform.

How to Register

If you would like to register your company for SCAP-SE you can contact

Mikki Gilbert
209-337-2730

SCAP@stocktonchamber.org

Michael Morales
209-337-2716

SCAP-SE@stocktonchamber.org

Stockton Chamber Apprenticeship Program-Subsidized Employment

445 W. Weber Avenue, Suite 220

Stockton, CA 95203

SCAP-SE is sponsored by:



Stockton Chamber Apprenticeship
Program Subsidized Employment

445 W. Weber Avenue, Suite 220
Stockton, CA 95203

Fax: 209.466.5271
scap@stocktonchamber.org
scap-se@stocktonchamber.org
www.scapworks.com



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Looking to fill entry-level positions?

Full or Part Time

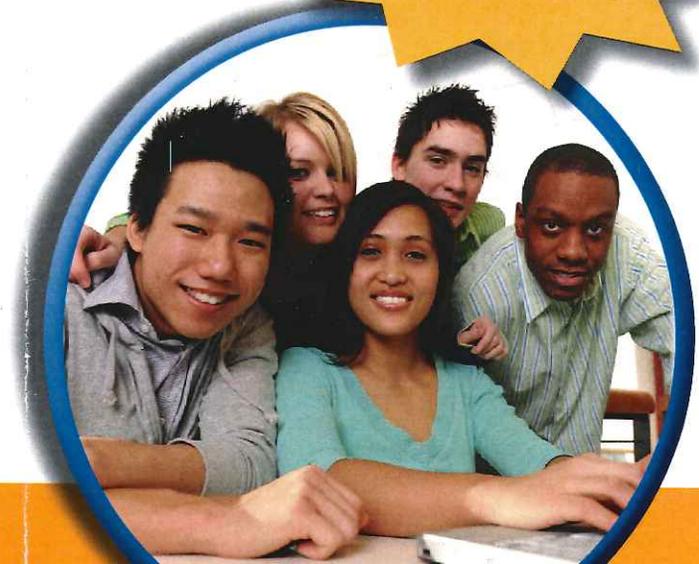
SCAP-SE

Stockton Chamber Apprenticeship Program-Subsidized Employment

A Community Private / Public Partnership

CAN HELP!!!

**Your company
can save 50%***



What is SCAP-SE?

Stockton Chamber Apprenticeship Program
Subsidized Employment

SCAP-SE is an innovative private/public partnership between the Greater Stockton Chamber of Commerce, San Joaquin County Human Services Agency and San Joaquin County WorkNet.

- Reduce human resource costs, SCAP-SE coordinators interview and pre-screen candidates to fit your hiring needs.
- SCAP-SE offers an employment ready labor pool.

FOR YOUR COMPANY 50% OFF*

*Through SCAP-SE, wages paid by you for hours worked by SCAP participants are reimbursed up to 50% for up to 6 months.

Is your company eligible for SCAP-SE?

- You must be hiring!
- For positions starting between \$8.00-\$14.00 an hour.

How San Joaquin County Wins

- Optimizes countywide employment programs through collaborative efforts that help reduce our public assistance roll. By connecting public agencies with private industries, businesses find the employees they need, and job seekers find the employers they need.
- Attract new businesses through an employment ready labor pool. New businesses are attracted to communities that not only offer business and tax incentives, but a work-ready labor pool as well.



Documents needed to setup your Company

- Current Business License (in San Joaquin County)
- Declaration page of Liability Insurance
- Declaration page of Workers' Compensation Insurance
- Federal & State Employer ID Numbers
- Signed W-9
- Job Descriptions



"Our SCAP-SE partnership has proven to be a great financial benefit. Not only are experienced candidates being referred to us, but the salary reimbursement benefit and tax credits are very impactful."

Jacie Manzo, Human Resources Manager
Stockton Distribution Center-Cost Plus

