

2017

Workforce Development Board
of San Joaquin County

LOCAL PLAN



A proud partner of
America's Job Center of CaliforniaSM network

Executive Summary

2017 Workforce Innovation and Opportunity Act (WIOA) Local Plan

San Joaquin County Workforce Development Board (SJCWDB)

INTRODUCTION

The WIOA Local Plan for San Joaquin County was developed by the SJCWDB in partnership with the San Joaquin Board of Supervisors and will be submitted to the California Workforce Development Board (State Board). The Local Plan establishes the priorities, strategies, and guidance for the delivery of business solutions and career services through the America's Job Center of California (AJCC) system, locally co-branded as WorkNet.

The goal of the WIOA is to meet employer skill requirements and improve the quality of the workforce. The continuous achievement of these two expectations will yield increased economic self-sufficiency, reduce welfare dependency, and enhance the productivity and competitiveness of the region. The Local Plan will create the framework for a streamlined workforce training and employment delivery system that seeks to increase business prosperity by supplying highly-skilled workers and business solutions. The focus on meeting the needs of the business community is paramount in the Local Plan with defined local and regional strategies.

The AJCC mission is to engage the businesses community, collaborate with education/training providers, and fund innovative solutions that meet workforce challenges facing local and regional businesses. The Local Plan is a document detailing how the SJCWDB will coordinate with employers and job-seekers to grow our economy and train workers to meet current and future needs. WorkNet is an established network of engaged and effective partners working together to assess and improve the regional workforce system with centers in the cities of Stockton, Manteca, Lodi, Tracy, and at Delta Community College.

LOCAL PLAN OBJECTIVES

The Local Plan is aligned with the San Joaquin Valley and Associate Counties Regional Plan and consistent with the three policy objectives stated in the State Plan. The Local Plan will foster "demand-driven skills attainment" by aligning workforce and education programs with the State's industry sectors to provide the region with a globally competitive skilled workforce. Secondly, the Local Plan will enable upward mobility for San Joaquin County Veterans and populations with barriers to employment, by providing programs and access to marketable skill development to attain long term economic mobility. Lastly, the Local Plan aligns, coordinates, and integrates solutions and services through the AJCC partners to maximize resources to achieve scale and impact. The Local plan will achieve these objectives by aligning programs, integrating services, braiding resources, and creating upskilling on-ramps that will act as regional access points for sector pathways.

BUSINESS ENGAGEMENT

The SJCWDB will maximize the use of State labor market information investments such as Dun & Bradstreet, EconoVue, and other sources of information to provide business solutions such as On-the-Job Training and/or Incumbent Worker Training, and tax incentives information to meet the needs of business. All business activity will be tracked in the State's CalJOBS database. The Local Plan details how business input will be used to deliver relevant, targeted, industry-recognized training. To maximize the coordination and effectiveness of the Business Engagement, all activity will be documented using the CalJOBS Customer Relations Management module.

SERVING INDIVIDUALS WITH BARRIERS

The WIOA and State law mandate that services be provided to individuals with barriers to employment. For some individuals, this will also require the provision of remedial education services, including services designed to improve literacy and numeracy, English language literacy, and programming that facilitates high school dropout recovery. To better position these individuals to participate in training and education programs that are calibrated to business' needs, the Local Plan details reliance on services offered by all core AJCC partners.

PLACEMENT IN QUALITY JOBS

Quality jobs begin by engaging the business community. This Plan makes it a priority to work with businesses that offer jobs with good wages and benefits to foster economic growth. The AJCCs will provide solutions ~~to~~ in collaboration with businesses depending where they are in their business cycle from start-ups to layoff aversion strategies.

CUSTOMER-CENTERED SERVICES

Services provided to Adult, Dislocated Worker, and Youth will be based on need with some individuals receiving basic skills remedial training, prior to enrollment in vocational or job training, and others only requiring access to local/regional labor market information about businesses that are growing and/or hiring. The comprehensive assessment provided through the AJCCs will provide individuals a career "road map" to finding good family-sustaining jobs.

CONCLUSION

The Local plan will detail how San Joaquin County will provide business solutions by aligning sector strategies and providing career pathways. The plan will also cover regional collaboration, promote the use of earn and learn models, and describe supportive services provided to individuals with barriers to employment. Lastly, the plan covers how capacity will be built using cross-system data by using CalJOBS and to integrate and braid AJCC Partner services.

INTRODUCTION

Program Year 2015 marked the first year of the Workforce Innovation and Opportunity Act (WIOA). The WIOA requires each Workforce Development Board (WDB) to develop and submit to the State, in partnership with the Local Elected Official, a comprehensive four-year plan. The WIOA Local Plan will be effective July 1, 2017 - June 30, 2021. The local and regional plan shall support the alignment strategy described in the State plan, in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the State Plan. Workforce Development Boards shall comply with WIOA Sections 106(c) and 108 in the preparation and submission of the plan.

FEDERAL AND STATE REQUIREMENTS FOR LOCAL ADMINISTRATION OF THE WIOA

References are made to the WIOA, Public Law 113-128, enacted on July 22, 2014. Additional information is available at the U.S. Department of Labor Employment and Training Administration website: www.doleta.gov

PUBLIC COMMENT

In accordance with the WIOA, Section 108(d), the WDB shall make the Local Plan available to the public at every America's Job Center of California (AJCC) located throughout the County of San Joaquin, and allow for public comment no later than the end of the 30-day period beginning on the date the Proposed Local Plan is made available; and, include with submission of the Local Plan any comments that represent disagreement with the Local Plan.

PLAN SUBMISSION AND DUE DATE

The Local Plan must be submitted to the State of California Workforce Development Board (State Board). The due date is March 15, 2017.

FEDERAL REQUIREMENTS

Federal statute and regulations require that local plans provide information in thirteen general areas which include the following:

- A. Analytical background concerning the regional economy*, labor market needs, and the workforce and education system operating in the region (this information shall be provided in the regional plan submitted to the State).
- B. A cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners.
- C. Detail on local program alignment to implement State Plan policy strategies.
- D. Detail on a number of specified services and service delivery strategies.
- E. Required Information Pertaining to AJCCs.
- F. Required Information Pertaining to Specific Programs, Populations, and Partners.
- G. Relevant Information Pertaining to Grants and Grant Administration.
- H. Relevant information pertaining to performance goals.
- I. Relevant information pertaining to HPB efforts.
- J. Relevant information on training activities.
- K. Public transparency, accessibility, and inclusivity information.
- L. Relevant information pertaining to common intake and case management efforts.
- M. Other miscellaneous information requirements.

*Please refer to the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) Regional Workforce Development Plan 2017-2020, consisting of Fresno, Inyo, Kern, Kings, Madera, Merced, Mono, San Joaquin, Stanislaus, and Tulare counties, for details and specifics about regional efforts and strategies. The regional plan includes analytical background concerning the regional economy, labor market needs, and the workforce and education system operating in the region. The San Joaquin County Workforce Development Board (SJCWDB) works closely with its regional partners to align strategies and resources.

1) A cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners, including:

- i. A description of the Local Board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.**

The SJCWDB will be responsive through business engagement and dedicate partner resources that are responsible for providing business solutions to the targeted industry sectors. It will marshal the available employment and training resources to create a Workforce Development System that will prepare a skilled labor force (and upskill the existing labor force) that support the development and expansion of community businesses.

1. Through local and regional studies, the SJCWDB will identify using DNB data through EconoVue, Market Insight, and other sources, the skill gap, potential training, and the critical demand for labor, now and in the future.
2. Working in partnership with business and local strategic partners in education, it will facilitate the development of critical training and credential programs that will increase the skills sets of potential job candidates and support local target industry and prepare job seekers to meet the needs of local growth and emerging industries.
3. Working in partnership with Industry Sector champions, stakeholders, and strategic partners, the SJCWDB will engage business through sector strategies that will develop a local and regional workforce development system that addresses the needs of its industry sectors using data from studies such as the 2016 North San Joaquin Valley Index, Issues for Regional Economic Integration and Growth.¹
4. Working in partnership with local businesses and partners in education, the SJCWDB will develop, earn and learn activities combined with On-the-Job Training, Incumbent Worker Training, and classroom training to facilitate the development of a skilled entry-labor workforce.
5. Working with required and strategic partners, the SJCWDB will convene and support advocacy groups like the Chamber of Commerce and other business associations to support changes in policies and identify legislative solutions to eliminate barriers that impede business growth and development.
6. Working with strategic partners, the SJCWDB will maintain an ongoing relationship with the targeted industries, monitor their business cycle, and address their needs for WIOA and partner services and deliver appropriate solutions.
7. Working with strategic partners, the SJCWDB will look for opportunities to assist businesses throughout the business cycle.
8. The SJCWDB will work with its required and strategic partners and local training organizations to provide a service delivery system that addresses critical needs and eliminates the barriers to employment of job seekers entering the labor market.
9. The SJCWDB will be an engaged regional partner, working with the Central California Workforce Collaborative (CCWC), the California Partnership for the San Joaquin Valley (CPSJV), and their associates to facilitate the development of a Regional Workforce Development System responsive to the local and regional targeted industries. It will work with its regional partners to secure competitive grant funding that will further support Local and Regional Economic and Workforce Development by using regional tools such as Market Insight through DNB to develop a comprehensive regional strategy.

The seven (7) targeted local industry sectors for the region are listed below (Tier I are also regional):

¹ 2016 North San Joaquin Valley Index, Issues for Regional Economic Integration and Growth, Eberhardt School of Business, Center for Business & Policy Research, University of the Pacific.

- | | |
|---|------------------------------------|
| 1. Transportation/Logistics (Tier I) | 5. Advanced Manufacturing (Tier I) |
| 2. Healthcare/ Health and Wellness (Tier I) | 6. Energy/Green Industry |
| 3. Agriculture/Agribusiness | 7. Water Technology |
| 4. Construction - including Public Sector Infrastructure (Tier I) | |

These priority sectors were identified for the region through a regional labor market study/analysis conducted for the CPSJV and later adopted by the CCWC. This data will be used to focus resources and training investments on these regional growth industry sectors. The SJCWDB will align its local efforts with the Governor’s vision to meet the workforce needs of high demand industry sectors.

The California Department of Transportation analysis provides an economic forecast for San Joaquin County and reinforces the growing need to continue training workers in the healthcare and transportation sectors.² Additionally, the University of the Pacific released the California and Metro Forecast: Fall 2016, noting the Stockton metropolitan area as the fastest growing economy in the Central Valley and is the only area that will sustain greater than 3% job growth in 2016.³

The SJCWDB’s mission is to implement the WIOA by strategically engaging business and leveraging and integrating partner resources to develop demand driven skill attainment that meets the evolving needs of business and accelerates the upskilling of the labor force. Business Engagement is defined by periodic interaction with sector businesses for the purpose of mutually developing an on-going relationship, identifying issues, with the purpose of providing one or more business solutions. These solutions are intended to assist business regardless of where they are situated in the business cycle and may be provided by the SJCWDB, workforce partners, or other organizations. All business engagement activity will be documented in the CalJOBS Customer Relationship Management (CRM) module.

The SJCWDB will stay current with data from the Employment Development Department (EDD) Labor Market Information Division (LMID) Analyst using Dun & Bradstreet (DNB) data, Market Insight platform, EconoVue and other studies to engage business to develop employer relationships and to identify the critical needs of each targeted industry as it relates to:

1. The need for a qualified and productive labor force,
2. Identification of the skill sets and training activities required,
3. Elimination of barriers that impede business growth and development,
4. The delivery of solutions to support business growth and development, and
5. Advocacy and the need for legislation to open new markets and provide incentives and tax credits that promote business development

The SJCWDB’s goals include developing stronger working relationships with business and with the local educational partners including San Joaquin Delta College (Delta College), universities, adult schools, as well as the San Joaquin County Office of Education to support the development of workforce-related activities, career pathways, and “Road Maps” that will prepare customers for demand occupations in the identified targeted industry sectors and lead to demand-driven skills attainment to adequately prepare a skilled workforce.

The SJCWDB will be the convener to engage business with partner agencies, specifically the Economic Development Center, the Economic Development Agencies in each municipality, Chambers of Commerce,

² Department of Transportation, San Joaquin County Economic Hardships retrieved at http://www.dot.ca.gov/hq/tpp/offices/eab/socio_economic_files/2014/SanJoaquin.pdf

³ University of the Pacific, California and metro Forecast: Fall 2016 <http://www.pacific.edu/Documents/school-business/BFC/Forecasts/CA%20Metro%20Forecast%20Fall%202016-FinalV3.pdf>

Industrial Roundtables and the Educational Institutions to develop highly effective workforce development and support systems that promote the further development and expansion of the targeted growth and emerging industries.

Strategy

The SJCWDB's strategy includes engaging business in the marshaling of resources, solutions, and programs available to support the development and growth of the local targeted industry sectors through an effective Business Retention and Expansion Program (BREP). The BREP will consist of on-going engagement with the target industry sectors to monitor and support their growth and development and meet their solution requirements dependent on their business cycle. The strategy is for priority sectors to be aligned regionally with priority sectors in other Workforce Development Areas in the San Joaquin Valley and with occupational data derived from the State of California's LMID. The LMID released a Regional Economic Analysis Profile of the San Joaquin Valley Economic Market depicting the top 10 occupations in the San Joaquin Valley.⁴ The report prioritizes occupations in Agriculture, Food and Beverage processing, and Healthcare as providing the most job openings. Currently, training offered to job seekers must be in the local "in-demand" occupations list (except for Incumbent Worker Training), thus providing individuals with a greater opportunity of success while, simultaneously, addressing the needs of the local businesses.

Business Team San Joaquin (BTSJ) is a group of committed Economic Development professionals and business leaders that provide assistance to businesses located in San Joaquin County. The Employment and Economic Development Department (EEDD) under the SJCWDB provides oversight of the BTSJ which consists of 63 organizations including, Chambers of Commerce, City and County Economic Development Agencies, State Regulatory Agencies, Business Service Organizations, Port of Stockton, Council of Governments, County Administrator, Regional Transit District, the Airport, State EDD, LMID, and the SJCWDB. Through the BTSJ, the SJCWDB strategy also includes expanding service delivery and working in partnership with its membership, to create a friendly business climate, more supportive and responsive to the needs of the local priority and emerging industry sector.

BTSJ members take the leadership role in scheduling "Red Team" visits to respond to the business calls for assistance. A Red Team comprised of SJCWDB staff, Economic Development and Chamber staff from the respective city or area where the business is located. Once the Red Team conducts the first visit, and determines the assistance needed, the team initiates a call for action requesting the BTSJ members who have the expertise, resources and solutions needed to respond and address the needs of the business are activated. These business engagement activities will be documented in the CRM.

Through the local America's Job Centers of California (AJCC), the SJCWDB will facilitate the outreach, intake and enrollment of customers from priority target groups, including the most difficult to serve members of the local population. This will include the development of comprehensive referral processes with partner agencies in the community that traditionally serve these target groups to include discussions about hiring individuals with disabilities. The current plan is to procure a regional One Stop Operator (OSO) to cover Kings, Madera, Merced, and San Joaquin County Local Workforce Development Areas (LWDAs) as a "mall manager" with the career services provided by the respective local boards. OSO procurement is in process now and will be operational 1 July 2017. The SJCWDB reserves the right to terminate the agreement for performance and will assume the duties of the OSO in the event of a failed procurement or other extenuating circumstances.

- ii. **Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.**

⁴ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/SanJoaquinValley-REAP2015.pdf>

The SJCWDB will conduct an asset mapping assessment to take inventory of resources, services and program activities available to support the AJCC customers and eliminate their barriers to employment. Sub-agreements will be established with all partner agencies that are a party to the Memorandum of Understanding (MOU). This will define, in sufficient detail, the resources, services and programs available through each of these partner agencies. It will also develop the protocols for the referral of customers between the AJCC partner agencies. WorkNet University will be the forum to facilitate the development and cross training with partner programs. Meetings will be scheduled on a quarterly basis to perform the following staff development activities:

- Orientation to protocols, policies and procedures.
- Partner agency orientation of available resources, services and programs (each agency will provide an orientation in the protocols to facilitate the referral of AJCC customers to the respective agency for service delivery) to include an assessment of and address the need to provide services to the foreign born and limited English proficient individuals.
- Continuous Quality Improvement Policy Review.
- Partner participation in federal and State webinars.
- Staff Development Workshops and Training activities.
- Partner agency discussions on critical issues.
- Community Based Organizations – orientation of available resources and services through new partners.
- Partner training by the California Workforce Association (CWA) on numerous topics directly related to providing solutions to business as well job seeker services through the AJCC including workshops by the California Labor Federation (CLF).

2) Required detail on local program alignment to implement State Plan policy strategies.

i. Provide a description of the workforce development system in the local area that identifies programs included in the system.

The local workforce development system includes a host of entities and programs that comprise a fully-developed and mature structure that will continue to support alignment of resources to implement State Plan policy strategies (see chart below). At the center of the system is the SJCWDB with representation of all core partners and 16 of the 17 required partners in the area. The partners have well-established relationships fostered under the Workforce Investment Act and now under the WIOA.

LOCAL WORKFORCE DEVELOPMENT SYSTEM PARTNERS	
ENTITY	PROGRAM
San Joaquin County Employment & Economic Development Department	Title I
Stockton & Tracy Unified School Districts	Title II
State Employment Development Department	Title III
State Department of Rehabilitation	Title IV
Human Services Agency	TANF/CalWORKs
	Older American's Act
	Community Services Block Grant
San Joaquin Delta Community College	Carl Perkins Career Technical Education
State Employment Development Department	Veterans
	Trade Adjustment Assistance
	Unemployment Compensation
California Indian Manpower Consortium	Native American Programs
California Human Development	Migrant Seasonal Farmworkers
Housing Authority of San Joaquin	Housing & Urban Development
San Joaquin County Probation Department	Second Chance
San Joaquin County Office of Education	Youth Build
Job Corps	Job Corps

Other programs provided through the system include the EDD Work Opportunity Tax Credits (WOTC) and Unemployment Insurance (UI) Work Sharing program. Although Job Corps is the only partner not represented on the SJCWDB, the local service provider is co-located within the AJCC in Stockton.

- ii. **Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the *Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)* to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).**

1. Sector Strategies (including regional)

The SJCWDB will prioritize the available resources to support businesses in the targeted growth and priority sectors in the local workforce development areas and the region, working with strategic partners, including business associations, like the Chambers of Commerce, educational institutions, and State and Federal Agencies. It will convene business forums to engage business to identify and understand the critical needs and how they can be supported.

The objective will be to develop strong partnerships with industry sector leaders that would lead to addressing the following areas:

- The labor shortage;
- Skill gaps required in job candidates;
- Gaps in training / need for curriculum development;
- The need for advocacy;
- Changes in policies; and
- Legislative support.

The SJCWDB will identify the businesses in each municipality (by priority industry sector), to continue business engagement. Municipalities will identify any additional target business they want the SJCWDB to include. The SJCWDB will use the BREP annual visits in conjunction with DNB, EconoVue/Market Insight to assess the wellness of the companies, using performance indicators including, but not limited to, the following:

- Expansion activities/downsizing;
- Capital investment;
- Increased tax revenue;
- Increased sales;
- Exportation of goods and services; and
- Wellness Score status.

As industry sector strategies are jointly developed with business, San Joaquin County will experience increased collaboration and better coordination of the delivery of business solutions that will lead to stabilization and expansion. Stronger advocacy will lead to legislative solutions, including providing incentives and making available tax credits that promote business growth and development.

On-going business engagement will foster greater collaboration and coordination among strategic partners and service providers in the local communities. Sector strategies will increase business engagement and participation. Business engagement will include, but will not be limited to, the following:

- Business Advisory Boards created to facilitate the development of business solutions; and
- The development of training programs in collaboration with business with the goal of generating industry recognized credentials or certificates.

2. Career Pathways (including regional)

The SJCWDB will develop, with direct business involvement, career pathways. These pathways will include input from AJCC educational partners to ensure there is progressive skills development throughout the education and

training programs. The SJCWDB will make certain that each level of skills development corresponds with an in-demand labor market. The pathways will be flexibly designed, demand-driven, and customer-centered. AJCC staff will use new and developed programs that realign curriculum, and provide alternative delivery methods.

One example of career pathways is the San Joaquin Regional Transit District's Hybrid Vehicle Maintenance Mechanic Training. It is a Partnership between: San Joaquin Regional Transit District (RTD), Delta College, SJCWDB, and the California Department of Industrial Relations. The RTD was asked to consider having Delta College conduct the training at the new San Joaquin County Regional Transportation Center. With strong support from management and the RTD Board, the project was approved, enabling the training to be conducted in a State-of-the-Art, highly specialized maintenance facility. Delta College will be able to use the Regional Training Center equipment. Students will have an excellent opportunity to get hands-on experience working on electric and hybrid vehicles. The RTD would be able to leverage the resources of the SJCWDB and Delta College to minimize the cost of training for its team of bus maintenance service providers. A variety of career pathways and road maps will be used to facilitate the training activity and will provide promotional opportunities to individuals engaged in electrical and hybrid vehicle maintenance. Students who complete the training will be able to work at any Regional Transit Agency in Northern California.

Another example is creating career pathways in the manufacturing sector that will provide Delta College with direct business input to restructure the entire curriculum to meet the needs of this industry sector. The career pathways will include an essential and basic skills course covering employer expectations. Additionally, the pathway will be designed to include multiple, shorter, stackable certification programs instead of a two-year certification program. These stackable and portable certificates will lead to a comprehensive two-year certification. The certificates may also be used to upskill employees in an Incumbent Worker Training (IWT) obtained after job seekers are employed.

Career pathways will also be established in the Viticulture & Enology (wineries) as this is a manufacturing sector that much of San Joaquin County's Lodi Wine Region is known for and includes jobs in sales, marketing, hospitality, operations, distribution, production, and boutique industries.

3. Organizing regionally

San Joaquin County, in partnership with the other seven (7) LWDA's, have been conducting and hosting regional meetings for the purpose of sharing best practices and continuing the development of a comprehensive regional workforce development system in the Central Valley. Examples of this organizing has been helpful when the SJCWDB has worked with numerous employers that cross over county lines (i.e., Gallo, Fosters Farms, Amazon). The CCWC has been a long standing regional collaborative and a successful partnership, as demonstrated by their success with collaborative projects including regional procurements of goods and services, as well as, their success in being the recipient of numerous grant awards as a result of their submission of regional State (using Governor's discretionary funding) and National Emergency Grant (NEG) awards. The CCWC has been the recipient of several NEGs directly funded by the U.S. Department of Labor. It was the recipient of two (2) direct Governor Discretionary Grants to support the development of the regional workforce development system responsible to the regional economy, and in support of the CPSJV. The CCWC has a seat on the Board of Directors of the CPSJC. The Central Valley LWDAs, including San Joaquin County, have shared strong collaboration that has led to the development of a common assessment strategy leading to an employer-recognized regional WorkKeys Certification.

The SJCWDB as a member of the CCWC, will continue the strong collaboration and coordination that will support the development of a regional workforce development system that will be responsive to the business community in the Central Valley. The SJCWDB is committed to engaging and supporting the regional agenda that will include, but not be limited to, the following:

- The participation and hosting of CCWC Regional meetings on a periodic basis (including conference calls);

- Participation in CCWC conference calls to discuss critical Local, State, and Regional issues, including the review of draft State directives;
- Participation in regularly scheduled Regional Business and Industry Sector Strategy Conference calls, established to share best practices and support the development of business solutions and sector strategies;
- Participation in the development of competitive regional grant applications in response to solicitations released at the State and National level;
- Maintaining the CCWC Employer Approved WorkKeys Assessment activities and Certification Program;
- Participate in regional procurements to eliminate duplication of effort, increase cost effectiveness; and
- Agree to promote regional solutions in support of targeted and priority sectors in the Central Valley.

4. Earn and Learn

The SJCWDB will provide business solutions to develop “earn and learn” partnerships designed to assist individuals with barriers to employment by providing them with labor market relevant skills, work experience and income through paid work experience, externships, and unsubsidized employment for youth. Programs will be customized to serve participants on the basis of their level of skills and their educational or training needs. Businesses will be provided mutually developed sequential strategies determined by their need, including OJT/IWT to upskill their existing labor force and potentially backfilling their need for entry-level workers. This way, the AJCC will serve as the on-ramp to employment opportunities.

The SJCWDB convenes quarterly Apprenticeship Committee meetings with members of local and regional labor organizations to prepare participants to enter pre-apprenticeships, apprenticeships and non-traditional apprenticeships programs. In addition, the SJCWDB continues to participate in a regional pre-apprenticeship training (funded by Governor’s 15% Discretionary) with the building trades. Other partnerships will include working with:

- The San Joaquin County Human Services Agency to coordinate and articulate subsidized employment programs with “Regional Sector Pathway” efforts.
- The Department of Vocational Rehabilitation (DVR) staff to help place individuals with intellectual and developmental disabilities into competitive integrated employment.
- The Employment Training Panel (ETP) to leverage State incumbent worker training programs that lead to the promotion of incumbent workers and the subsequent opening-up of entry level positions.

The Career Technical Education (CTE) Partners group. Representatives from workforce development, education and community college workforce programs meet monthly to think, plan, and continue efforts to align programs with each other and with workforce and educational programs at the regional level employing sector strategies to facilitate the development of career pathway programs aligned with regional industry sector needs.

5. Supportive Services

The SJCWDB will provide supportive services to AJCC customers enrolled in career services and for training subsidized by the WIOA, to eliminate barriers identified in their training plan. Such services include, but are not limited to, childcare, transportation, counseling, bus passes, clothes and equipment or tools as required by an employer.

Since the SJCWDB delivers services to individuals participating in other employment and training programs, including CalWORKs/TANF and AB 109 (ex-offender), the SJCWDB will coordinate the delivery of services. For customers co-enrolled in WIOA, case management staff will use other funding sources first.

6. Building Cross System Data Capacity

The SJCWDB is in an on-going effort to develop a stakeholder driven process that aligns existing systems amongst engaged workforce and education partners. The SJCWDB tracks co-enrollment and shares real-time participant data, link data sources between local partners and have a common identifier for longitudinal outcomes. The SJCWDB staff is using CalJOBS to track information provided to the State in order to develop meaningful reports that can be used between agencies as part of MOU Phase I and the CalJOBS Greeter Project. The AJCC uses a referral developed among all partners that will be used to track services being provided between partners and have identified staff at each partner agency as a point of contact when making real-time referrals. The State's CRM will be used by all partners that engage with a specific business.

7. Integrating Services and Braiding Resources

This SJCWDB has a history of integrating services and braiding resources and works directly with EDD staff in the AJCC. The AJCC staff participate in the unemployment insurance workshops to provide information regarding Services and/or training opportunities. The AJCC staff also work with veteran Services (DVOP and LVER) staff to ensure that they are aware of all available services offered. AJCC Senior Employment staff assist job seekers. California Human Development (CHD), as the local Migrant Seasonal Farmworker (MSFW) WIOA 167 grantee, operates the AJCC in the north side of the County. AJCC staff attend workshops provided by CHD to MSFW's and provide information regarding all AJCC services. The DVR is available for referrals and keeps staff abreast of current information, research, and pertinent rehabilitation resources. Another example of integrating and braiding resources is found at the AJCC located at Delta College that has secured a MOU directly with the nurses and psychiatric technician instructors to leverage available partner resources and enhance the local workforce development program to be more responsive to the needs of businesses in the local healthcare sector. AJCC staff provide supportive services to eligible enrollees to eliminate critical barriers to training and success in the program.

3) Required detail on specified services and service delivery strategies

- i. Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).**

The SJCWDB ensures that the full range of employment and training services are accessible to, and meet the needs of the local population including those traditionally underserved. This includes Veterans, the disabled, recently incarcerated individuals, migrant and seasonal farmworkers, dislocated workers, public assistance recipients, and others with barriers to employment.

Each of the five AJCCs 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 through a referral to a partner agency or other community resource that have agreed to abide by all federal mandates, laws and regulations. To enhance the AJCC service delivery system, the SJCWDB has actively pursued opportunities to increase service to target populations. The five AJCCs are actively engaged with partner staff on the Gold Card Initiative to provide unemployed post-9/11 era Veterans services they need to succeed in today's job market. AJCC staff are a key part of the Public Safety Realignment (AB109) efforts. The SJCWDB, through the EEDD, is seated on the San Joaquin County's AB109 Community Corrections Partnership (CCP) by Board of Supervisor's resolution. The EEDD has received a significant amount of Realignment funds to serve the AB109 population minimizing the impact to WIOA funding and expanding San Joaquin County WorkNet service delivery to its participants. The Realignment funds were used to create a "mini" AJCC where ex-offenders can access services through Probation, Behavioral Health, the Human Services Agency, the County Office of Education and EEDD. Participants, therefore, have access to services similar to those offered through the WIOA-funded AJCCs including: job search workshops, a dedicated 10 station computer lab, job counseling, classroom training through the State's Eligible Training Provider List (ETPL), On-the-Job-Training, and follow up services.

Supportive services are available based on individual assessment and availability of funds and are intended to enable an individual to participate in programs and activities to secure and retain employment. Supportive services may include:

- Transportation
- Clothing (as required for the job)
- Child care
- Physicals
- License Fee (certification, GED fees, credentials)
- Books and Supplies

The SJCSWDB Delta College AJCC center has dedicated funding to hire a staff member who will serve as a Transitions Coordinator to work with Adult Schools Counselors to facilitate the transition of students from Adult Schools (including Limited-English students) into Community College programs. AJCC staff will work in conjunction with the transitions coordinator to co-enroll students and assist in the development of a plan to move students into the achievement of industry recognized certificates.

ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

The SJCWDB will include the educational partners as it engages employers in the target industry sectors to develop strategies to develop career pathway strategies. It will also include them in Labor Market analysis using data from DNB, EconoVue, and Market Analysis, that will assist in the identification of new classifications, new skill set requirements, training available in the area, the gap in training and the need for more skills development curriculum, course work and employer recognized credential and certification programs. Whenever there is an absence of training, to support local target industry sectors, the SJCWDB will use On-the-Job Training and/or Incumbent Worker Training contracts to support skill development. It will also, look toward the educational partners, including Delta College, and the San Joaquin County Office Education (COE) to develop contract education for a specific industry or occupation.

Employer identified industry sector strategies will be used to leverage available resources and also braid the resources of local business partners, educational partners and the WIOA to deliver the employment and training services as cost effectively as possible to job seekers and the business community. As input through business engagement relationships are developed from ongoing industry sectors and partner conversations, the results will be shared with local educational partner agencies to facilitate the development of Career Pathways and Road Maps, that are more responsive to the labor demands of local businesses.

An example how this will be accomplished is by supporting Delta College's work on their Strong Workforce Initiative to develop career pathways, produce workforce data and outcomes, including curriculum, that will include CTE faculty through regional coordination and funding. This will lead to the development of leading-edge, State economic development programs. The staff at Delta College will facilitate the co-enrollment into core programs and needed employment and training services to eliminate the participant barriers to a smooth transition to permanent employment.

iii. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The Delta College AJCC has dedicated funding for a Transitions Coordinator to work with AJCC staff and the Adult Schools Counselors to facilitate participant transition. AJCC staff, in conjunction with the transitions coordinator, will co-enroll students and assist in the development of a plan to move students into the achievement of industry recognized certificates that are portable and stackable. Staff will work with business to develop necessary skills

and work to obtain more training providers on ETPL to meet business demand through their Strong Workforce Program. The SJCWDB will also promote industry-recognized certificates at the AJCCs from partner agencies as well as industry specific regional efforts such as the Slingshot Initiative work being done regionally (i.e., manufacturing certificates through Tooling U-SME and community colleges).

iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

The SJCWDB's local BREP strategy will begin by identifying the businesses in each of the targeted industry sectors using EconoVue and SJCWDB's business champions (businesses on the board in that specific sector). These lists will also be shared with the network partners, including WIOA, educational partners, and others to include the Economic Development Centers of each municipality, asking them to prioritize the targeted business organizations in their respective communities and to add any other business they would like the SJCWDB to put in their priority list. The list of targeted employers will include small business organizations in each of the sectors. These companies will be a focus for an on-going engagement BREP strategy where their growth and development will be monitored from year to year. Additional intelligence will be gathered to secure employment history, include job classification and skill set requirements, hiring practices, anticipating further hiring or downsizing, being transformative, not transactional, and to provide business solutions regardless of where they are in their business cycle.

The Economic Development Agency (EDA) co-located in the comprehensive AJCC, uses a variety of tools in its Business Engagement (BE) efforts. EconoVue, introduced by the State to the SJCWDB in late 2016, has proven to be an excellent tool with tremendous potential in BE, outreach and layoff aversion efforts. First and foremost, the SJCWDB uses EconoVue as an informational resource to assist in developing a profile on a business. The business profile will consist of employment levels, contact information, industry sector codes, ownership type, ownership status, subsidiary status and additional relevant information. All these factors are critical in developing effective business relationships right from the start.

One of the most important pieces of information derived from EconoVue are companies' Risk Indexes/Scores. These indices tell us where a company is at in its business cycle; growth, stable, or contraction. Knowing this allows staff to be much more effective in developing with the business appropriate solutions. On a much broader scale, we will create lists of companies, within targeted sectors, that would be in need of proactive, layoff aversion services, added solutions/services, as well as rapid reemployment strategies for individuals at risk of being laid off. The SJCWDB will use Layoff Aversion strategies including Workshare to provide employers solutions to avoid some of the burdens that accompany a layoff situation.

To document and track local business engagement efforts we will use the State's CalJOBS CRM module. This tool will be used among the BE Community region-wide to let others know what services and solutions have been provided to a business and minimize duplicative efforts. This module allows for BE tracking for employer satisfaction as a future system enhancement (future BE metric).

These tools allow the SJCWDB to be more effective in providing the solutions a business may need, and how well we provide them. As a business led and business majority board, the SJCWDB will deliver these solutions through extensive partnerships with local and State agencies. These programs and partnerships include:

- State's WOTC program that provides tax relief to businesses that hire certain individuals with barriers to employment;

- Employment Training Panel (ETP) program helps fund training programs that enhance the skills of current employees so the company can expand and grow, thus provide more opportunities for job seekers;
- GO-Biz programs that provide tax relief to businesses that seek to expand within the State of California as well as assist with financing and small business assistance;
- Bureau of Equalization (BOE) New Employment Tax Credit and information regarding tax exemption for the purchase of equipment that will allow a company to grow and modernize their business;
- Small Business Development Center information that will assist in providing a myriad of small business solutions;
- The Counties' Revolving Loan Fund (RLF) which is "lender of last resort" to businesses that are viable and growing, but need financial assistance that can't be found elsewhere, and public utilities contact information to provide rate reductions to ensure businesses stay in the area;
- Western Trade Adjustment Assistance Center (TAAC); and
- Manufacturing Extension Program (MEP).

There are many others we partner with to help provide solutions to companies as part of the local BE strategy regardless of their position in their business cycle. These business organizations will be selected for programs, resources and solutions that will support their growth and development. As Rapid Response activities occur, these business organizations will be included in the local Layoff Aversion strategy. The goal is to connect businesses that have a specific skill set with anticipated displaced workers from a company that is downsizing or closing (rapid re-employment).

Engaged businesses will be provided one or more of the following solutions:

- | | |
|--------------------------------------|--|
| • On-the-Job Training | • Employer Services and Workshops |
| • Internships/Work Experience | • Advisory Business Group Activities |
| • Incumbent worker training | • Business Focus Groups |
| • Membership on WDB Ad-hoc Committee | • Membership on the WDB |
| • Direct Placement Activities | • Career and Technical Ed. Advisory groups |
| • Targeted Job Fairs | • Contract Education |

With many local growth and emerging industries, the SJCWDB will collaborate with Delta College to continue filling the training gaps that exist for growth and emerging industries. As the industry expands, the increased demand for skilled labor will facilitate the development of curriculum and coursework (non-credit initially) in a timely and responsive manner. When there is no other training source for local employers of growth and emerging industries because training has not caught up with demand, the OJT program will be used in supporting target industries and addressing their need for training to develop productive skilled workers. Educational entities will be continuously made aware as partners in the system as to these opportunities for BE.

v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

Through the OJT/IWT program, the SJCWDB is working in partnership with the business and the educational institutions to leverage all resources available. The OJT/IWT programs provide individuals that have the knowledge, basic skill level and the ability to learn and opportunity to upskill. Where classroom training is non-existent, the OJT/IWT program will be an effective resource to support the local business community. The SJCWDB will look for opportunities to participate in regional grants with LWDAs and local community college partners to attract funding and resources to address the education and training gaps in the region.

Target industries often experience a shortage of eligible skilled job candidates to fill their labor demand. As the SJCWDB becomes aware of such a situation, it will engage business and its educational partners including Delta

College, the COE and the ETP to develop a response to the identified training gap. One example of how AJCC staff are leveraging the funding of all partners is found in the sector strategy for manufacturing. This sector strategy began with a BE meeting held on employer premises with education and workforce partners at the table, with the goal of bridging the skills gap and negotiating the delivery of a cost effective training that meets the needs of priority sector employers. The outcome resulted in employers being able to pinpoint a few (3 to 5) courses that covered all employers in the manufacturing sector and reduced the training from 18 months to 9 weeks at Delta College. This is a strategy we will continue to employ because it delivers solutions that business requires.

vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.

The EEDD is the administrative entity and staff to the SJCWDB and its AJCCs and is also the administrative entity and staff to the San Joaquin County EDA. The EEDD coordinates economic development and workforce development initiatives. The established EDA, a private, non-profit economic development corporation, is charged with deploying economic development initiatives throughout the county. Since 1963, the EDA has aggressively advanced business attraction, retention, & expansion programs leading to the creation of tens of thousands of new jobs. Because the EEDD provides staff to both the SJCWDB and the EDA, and because the two entities share office space and complimentary missions, there is a seamless exchange of information enabling rapid service deployment in a cost-efficient manner that promotes the desired collaboration between economic development and workforce development. The EEDD specializes in three key core competencies: workforce development, economic development, and small business financing through a single organizational structure.

An example of coordination between economic development and workforce development is the EDA's BREP which systematically engages with business to obtain business intelligence. This primary business information is then shared with the SJCWDB and industry champions to facilitate the development of industry-centric training and curriculum. Another example is the EDA BTSJ, a group of 40-agency, governmental, and economic development leaders (from the seven incorporated cities) convening bi-monthly to share best practices and strategies for advancing the skills and marketability of the county workforce.

The SJCWDB will work with local business organizations like the local Chambers of Commerce and the Manufacturing Roundtable, in partnership with local educational institutions, to hold on-going regularly scheduled meetings to support the development of new or additional training activities, enabling the SJCWDB to address critical training needs of growing and emerging industries. When appropriate the use of ETP services will be provided directly or brokered with employers.

vii. Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

The SJCWDB and partners strengthened linkages between the one-stop delivery system and UI programs by co-locating the Wager-Peyser office into the AJCCs. This allowed for more effective communication between all staff. Administrative and operational managers are under one roof. Regular meetings between AJCC staff and Wagner-Peyser are held to facilitate the coordinated solutions to business and services to job seekers. Updates to UI programs are discussed at the weekly meetings. Wagner-Peyser staff provide information to job seekers regarding UI in the employment centers on a daily basis. Steps to strengthen linkages include the implementation of the Worker Profiling and Reemployment Services (WPRS) system in San Joaquin County. This is a prominent first step in building a nation-wide reemployment system. State UI, labor exchange and SJCWDB staff, as the training partner, are working together to make certain UI claimants identified through profiling methods (as likely to exhaust benefits), and who are in need of reemployment services are provided job search assistance. Staff from the one-stop delivery system and unemployment insurance programs are jointly providing orientations, job search classes and referrals (for direct placement) to local/regional employers, and relevant LMI. The SJWDB will continue working on seamless interaction of services provided through the system for UI programs.

4) Required Information Pertaining to America’s Job Centers of CaliforniaSM (AJCC), including the following State Plan requirements for local plans:

- i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and job seekers.**

The SJCWDB has established a high performance accountability system that expands performance beyond the negotiated standard. The SJCWDB establishes strategic targets of performance for every performance indicator under WIOA and the State. Service provider contracts reflect these high performance objectives. Training and technical assistance is provided to all SJCWDB subcontractors and service providers to ensure alignment with higher performance goals. Monitoring of subcontractor performance require on-going engagement to identify deviations and initiate a corrective action strategy (through a management memo) that includes support and technical assistance from AJCC staff. Quarterly and annual reports require comprehensive review and analysis to include a review of plan vs actual performance with a projection of anticipated results. Any significant deviation will require a comprehensive corrective action strategy followed by a follow-up review in the next quarter. It has been the experience that the focus on performance and quality programming has demonstrated to be effective in getting results.

The SJCWDB focused limited WIOA resources on programs and investments that have benefited local businesses and job seekers. The SJCWDB 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.

This plan supports the SJCWDB’s focus of investing training and other resources on sector-based strategies that result in industry recognized credentials. AJCC staff recognize the strengths of the local economy and the needs of employers within key, high-demand industries, especially those related to logistics and healthcare. Through regular BE, AJCC staff meet the needs of local employers by ensuring job seekers have core and job-specific skills. Training providers that do not meet the 70% job placement performance standard are removed from the list that participants view to select trainings.

Eligible training providers must apply to the SJCWDB for certification to receive WIOA training funds. The publicly accessible Statewide List of Eligible Training Providers List (ETPL) includes all training programs that are currently approved. The job seeker can explore available programs at community colleges, licensed career schools, universities and other training providers. Career Counselors will assist the job seeker by using tools to help identify the types of training that could help the job seeker achieve their employment goal. An assessment of interest, aptitudes, vocational skills, basic skills that match them to careers vetted by employers is utilized. Please note: training provided as part of IWT will not use participant eligibility because this is an employer service.

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 CCWC to share innovative and best practices in quality improvement of programs. Staff and youth providers also participate in conferences such as the CWA Annual Youth Conference. This conference provides board staff, and its contracted youth providers, the opportunity to meet and share ideas with similar agencies across the State. Ideas include using technology to engage youth and find ways for curriculum to evolve by engaging employers and directly addressing employer expectations through targeted forums. In addition to informal information sharing, detailed performance reports are provided to contractors to ensure programs are on track. 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.

ii. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means.

The SJCWDB AJCC is accessible on the internet twenty-four (24) hours a day, seven (7) days a week. Businesses and job seekers can access employment and training resources and information from the AJCC system, and the resources and information of all the required partners and other agencies in San Joaquin County. San Joaquin County has five (5) AJCCs throughout the County. Each AJCC is staffed to facilitate the access to the SJCWDB Service Delivery System. Through strategic partnerships, each AJCC ensures immediate access to services and resources. As technological improvements are available, we will fold them into the system.

AJCCs are equipped with computers, phones, fax, printers and Internet service which are available to facilitate the transition into employment, research training opportunities and access partner services. Customers attend an orientation which outlines the full array of services available through the AJCC. We are developing this orientation to be available online in order to be accessible anywhere.

AJCCs will have entry points located at partner agencies that have significant participant flow and that could benefit. Partner agency staff will work closely with designated AJCC staff to facilitate the participant referrals to employment and training services at the AJCCs. Established entry points will be available through the following:

- Stockton Adult Schools
- CalWORKs Agency
- San Joaquin County Probation AB109 Program

Partner agency staff will be able to schedule their customers for workshops or orientation at any of the AJCCs. These entry points will be established as a way to reach out to individuals who are in need of service but may not have access or the ability to visit an AJCC. Partner organizations that wish to be a registered entry point, must have the internet to enable their participants to access the San Joaquin County website for all its resources and information. Entry point staff will receive comprehensive orientation and training to ensure they have a full understanding of the services customers will receive and will participate in the WorkNet University training to ensure universal access with consideration of all hard to reach populations.

iii. Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990* (42 U.S.C. 12101 *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

All entities within the AJCC delivery system, including AJCC operators and AJCC partners will comply with WIOA Section 188 (anti-discrimination) and applicable provisions of the American with Disabilities Act of 1990. The requirement to comply is included in all contracts, MOU's and training is provided to staff. All enrolled participants sign a Grievance and Complaint Procedures form informing them of the steps they can take in the event they feel they need to file a complaint. At the same time, they are provided a copy of the "Equal Opportunity Is the Law" form explaining what to do if they feel they have experienced discrimination. AJCC staff training for Section 188 includes prohibiting discrimination against people who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system. Training for the American with Disabilities Act of 1990 will include the definition of an individual with a disability, reasonable accommodations, undue hardship, retaliation against an individual, and medical inquiries. This training will be provided on an annual basis and when a person is hired.

The DVR is an AJCC partner that provides assistance when needed and will also assist with training staff. The AJCC is accessible to provide accommodations to job seekers with disabilities to promote effective and meaningful participation. In addition, the comprehensive AJCC located in Stockton, has been fully assessed by a Certified

Access Specialist and upgraded to be fully compliant with ADA requirements for disabled access. Each AJCC has assistive technology and trained staff to facilitate all services.

iv. Provide a description of the roles and resource contributions of the AJCC partners.

In preparation for WIOA implementation, the SJCWDB convened the AJCC partners to establish a framework to providing solutions to employers and services to adults, dislocated workers and youth. The partners defined their respective roles and responsibilities and a One-Stop system to foster cooperative working relationships to achieve the common goals was created. The Phase I MOU for the AJCC system was implemented in July 2016.

The AJCC partners agreed to participate in joint planning and implementation activities to accomplish the following:

1. Responsiveness to local employer requests and changing economic conditions;
2. Continuous planning in response to State and federal requirements;
3. Adherence to common data collection and reporting needs (pilot "Greeter Project" using CalJOBS);
4. Promote universal access of partner programs;
5. Participate in the operation of the AJCC, consistent with the terms of the MOU and requirements of authorized laws, rules and regulations; and
6. Committed to cross-train in all partner programs ("no wrong door" approach).

The resource contributions for the agencies located at the AJCCs are being determined through the MOU Phase II process currently underway. The partners further agreed to negotiate and implement a cost sharing plan to meet the requirements and deadline of Phase II of the MOU development process. It is anticipated that the process will be implemented in September 2017.

v. Include an appendix in each local plan of copies of executed MOUs or cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system. This includes cooperative agreements (as defined in WIOA Section. 107(d)(11)) between the Local Board or other local entities described in WIOA Section. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section. 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section. 121(f)) in accordance with Section. 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

The copies of the executed Phase I MOU are attached to this Local Plan (Attachment C). Each partner agreed to deliver services under the AJCC. The MOU will serve as the framework for providing solutions to employers and services to adults, dislocated workers and youth. They have agreed to foster demand-driven skills attainment; enable upward mobility; and align, coordinate, and integrate programs and services. The MOU will serve as a framework.

The objectives will be accomplished by ensuring access to the AJCCs which provide a full range of services to customers seeking assistance in: beginning and/or enhancing their career options, building basic educational or occupational skills, earning a postsecondary certificate or degree, obtaining guidance on how to make a career choice, and for employers seeking to identify and hire skilled workers.

The MOU Phase I reflects the template the State provided and includes; sector strategies, career pathways, regional partnerships, earn and learn models, supportive services, creating cross-system data capacity and integrating service delivery, and braiding resources to meet the needs of business and individual job seekers. All

partners will comply with provisions of WIOA, as well as, the applicable section of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statutes or requirements. All partners will participate in capacity building and staff development activities to ensure that partners and staff are adequately cross-trained.

vi. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.

The AJCC's ongoing relationship with California Indian Manpower Consortium (CIMC) provides the full range of employment and training services to meet the needs of the local Native American population (WIOA Section 166 grantees). Each of the AJCCs 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 AJCCs or through referral to a partner agency or other community resource. Specific staff have been identified to provide equal access to Indian and Native Americans, allowing for real time referrals for services. An MOU has been developed and space (at no cost) has been provided for CIMC in the Stockton AJCC.

vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers (MSFW) equal access to AJCC services.

The CHD is the managing partner of the Lodi AJCC. As a recipient of WIOA 167 funding, CHD is dedicated to serving the migrant and seasonal farmworker population in multiple locations throughout California. The Lodi AJCC provides universal access to all WIOA services and has a specific focus on the farmworker population. Additional services at the AJCC are provided to limited English speaking individuals. Staff working at the center are bilingual in Spanish and English. The strategy to reach out to (and best serve) MSFWs include the following processes:

- Program information and services will be made available at each orientation in English and Spanish.
- Orientations at the other four (4) AJCCs provide referrals for services and will send a copy of the referral via email to the CHD Lodi AJCC Manager.
- The AJCC membership application form used in all centers will ask whether the applicant has worked in agriculture. This information from all the orientations in the County will be made available to CHD.
- CHD will cross train staff on partner functions and will collaborate in sharing program updates.

MSFWs may have the option to receive services at the Lodi AJCC or staff from other local AJCCs may contact the CHD Lodi AJCC Manager to make arrangements to provide services at the center closest to the MSFW, to ensure equal access to AJCC services.

viii. Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.

The AJCCs share a common vision by aligning the resources, sharing the vision and responding to local/regional employers in the key sectors identified on page 3 of this plan. The AJCCs have the capacity to promote initiatives and guide individuals to regional career pathways through BE, and establishing MOUs to formalize the shared and individual roles to ensure AJCC customers are geared towards in-demand industry sectors. Metrics shall be established to ensure only qualified providers are used to offer multiple entry and exit points. The AJCC will continue to work with the Adult Education Consortium (Adult Education, Community Colleges, and San Joaquin County Office of Education) to promote contextualized instruction across pathways from secondary (including CTE) to postsecondary education and training. This will be accomplished by reducing barriers through appropriate supportive services including transportation, childcare, uniforms, tools, assessments, and appropriate career counseling that will include Veterans, disconnected youth, returning offenders, persons with disabilities, English language learners, including foreign born individuals through promotion and outreach and the collaborative network of co-located and other AJCC partners.

The SJCWDB's business champions will determine what is needed, how to access, and collaboratively develop the local resources to meet the business needs. One example may be found in providing participants an on-ramp to the building trades (i.e., electrician, construction, sheet metal workers) where participants are trained to meet the needs of regional employers. The Building Trades pathway is a Tier I regional sector (see page 3) that provides individuals pre-apprenticeship, apprenticeship, and direct employment opportunities and is funded by the Governor's 15% Discretionary fund. This pathway includes several certificates that are portable in the industry and is aligned in the corresponding regional plan.

5) Required Information Pertaining to Specific Programs, Populations, and Partners

- i. **Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.**

Regionally, San Joaquin County has distinct differences from the other, more southern Counties in the Central Valley, specifically scale of the agricultural community. Perhaps the greatest disparity between north and south San Joaquin Valley is our expanding linkages with the San Francisco Bay Area and to a lesser extent the Greater Sacramento area. Because of the aforementioned linkages, the SJCWDB and its partners are better aligned to take advantage of multi-regional economic development efforts and is uniquely positioned to be a sector champion in the logistics industry. Therefore, due to its location in the San Joaquin Valley, and its proximity to Greater Bay Area, and the Sacramento Area regions, the SJCWDB currently attends two Rapid Response Roundtables and plans to begin attendance in the Northern California Rapid Response Roundtable to coordinate efforts in all three regions.

The SJCWDB will coordinate and assist the San Joaquin Partnership (Partnership). The Partnership offers businesses a unique locational advantage of manufacturing and distributing to North American and Asian markets. From the Port of Stockton, Stockton Metro Airport and the Union Pacific and BNSF Inter-Modal truck to rail services, businesses have the flexibility necessary to take advantage of a wide range of business opportunities as they emerge. The Partnership is a member of BTSJ, thus the members hear first-hand about regional economic development and will assist in the coordination of activities to strengthen economic development locally and regionally. This two-way dialogue facilitates coordination of effort and minimizes duplicity. The California Central Valley Economic Development Corporation (CCVEDC) is a private, non-profit economic development corporation serving the entire San Joaquin Valley. Its mission is to promote the region to facilitate job creation and capital investment for expanding companies, particularly targeting industries identified in the Regional Plans. The SJCWDB is engaged in these regional economic development activities to coordinate and promote business solutions. Additionally, SJCWDB staff is engaged in regional boards; specifically, TeamCalifornia which focuses on workforce issues. An example of a regional program that SJCWDB staff is involved with is the Greater Silicon Valley Initiative (GSVI), that focuses on encouraging technology firms to expand to San Joaquin County. The Partnership spearheads this effort with San Joaquin County.

The EEDD also administers the San Joaquin County Revolving Loan Fund (RLF) that provides loans from \$25,000 to \$1 Million to new and emerging companies unable to obtain traditional financing. Since 1977, the RLF has made 175 loans totaling \$41 million that created and retained 3,800 private sector jobs. The SJCWDB will make a concerted effort to promote the RLF to the business community. As a condition of financing, borrowers must commit to utilizing AJCC resources, thereby ensuring that job opportunities are made available to local job seekers. The RLF offers a Business Incubator Loan (BIL) program that provides loans up to \$25,000 to entrepreneurs and micro-enterprises. To ensure borrowers have the necessary skills and training, BIL applicants must engage with counselors from the Delta College's Small Business Development Center (SBDC). All partners are located in the comprehensive AJCC in Stockton and will cultivate business from the bottom up.

Resources available to micro-enterprises and entrepreneurs include, but are not limited to:

- HUDDLE (temporary work space),

- Downtown Stockton Alliance & its Enterprise Loan Fund (small business loans to new and emerging businesses located in downtown Stockton),
- City of Stockton's Micro Loan program, and
- SBDC.

The AJCC partner, Delta College also has an annual Business Plan Challenge wherein the Central Valley Chapter of the Risk Management Association (RMA) awards cash grants to entrepreneurs to assist in starting their new venture.

The SJCWDB plans to engage business champions for the manufacturing sector and provide business led solutions that build upon proven strategies such as the Slingshot Initiative providing manufacturing competencies that will use one or a combination of resources such as Tooling U-SME, and MEPS (Manufacturing Excellence, California Manufacturing Technology Consulting), including earn and learn strategies such as IWT, in collaboration with direct business input.

ii. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Adult and dislocated workers attend an orientation which describes the full array of services including independent job search. Job seekers are required to complete an application, resume and a brief questionnaire. That information gives the AJCC staff the ability to determine the best course of action: career service or training.

Career Services include, but are not limited to, the following:

1. Outreach, intake and orientation to services available through the AJCC;
2. Determination of WIOA eligibility;
3. Initial assessment of skill levels, aptitudes, abilities, skill gaps and supportive service needs;
4. Labor exchange services including job search and placement assistance, career counseling (info on in-demand industry sectors/occupations), information on nontraditional employment, and job vacancy listings in San Joaquin County;
5. Workforce and labor market employment statistics information, including the provision of accurate information relating to local and regional labor market areas;
6. Referral and coordination with other AJCC partners;
7. Provision of performance information and program cost information on eligible providers of training services by program and type of providers (ensuring customer choice);
8. Information relating to the availability of supportive services or assistance and appropriate referrals AJCC partners;
9. Assistance in establishing eligibility for programs of financial aid eligibility for other programs than WIOA; and
10. Provision of information and assistance regarding filing claims under UI.

The AJCC provides Individualized Career Services following determination by staff. Assessments conducted by partner programs will be used to determine if the following services would be appropriate:

1. Comprehensive and specialized assessments of the skill levels (diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate goals);
2. Development of an individual employment plan;
3. Group and/or individual counseling and mentoring;
4. Career planning;
5. Workshops, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment

or training (workplace basics); in some instances, pre-apprenticeship programs may be considered short-term prevocational services;

6. Internships and work experience;
7. Soft skills preparation activities that help an individual acquire a combination of basic academic skills (critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems);
8. Financial literacy services;
9. Out-of-Area job search and relocation assistance;
10. English language acquisition and integrated education programs; and
11. Follow-up services.

The AJCC will provide training for eligible individuals through Individual Training Accounts (ITA) and/or other methods. Training services may include:

1. Occupational skills training, including non-traditional employment and occupational skills training that integrates English-language and math instruction;
2. OJT/IWT;
3. Programs that combine workplace training with related instruction, which may include cooperative education programs;
4. Private sector training;
5. Skill upgrading and retraining;
6. Entrepreneurial training; and
7. Apprenticeship and Pre-Apprenticeship.

The SJCWDB works collaboratively with Adult Schools and Delta College to identify training. Delta College understands the need to establish short-term vocational training as many of the applicants served by the AJCC are unemployed and unable to be out of the labor force for too long. Delta College has established short-term vocational training through their Community Action Grants to help meet the needs of job seekers and employers. When there is a gap in classroom (training) activities, the SJCWDB makes available OJT contracts with employers and contract education through the educational partners, to address the needs of business and the adult/dislocated worker population.

BE will be done regularly to assess the need for additional training activities and identify gaps in training activities. On-going engagement with these priority sectors will also provide information about the need for a skilled labor force and the skill set requirements of local growth and emerging industries. The information provided by the labor market studies and business forums are shared with local educational partners to facilitate the development of relevant training to meet the needs of the business community.

iii. Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.

When a Worker Adjustment and Retraining Notification (WARN) is issued or a Rapid Response activity takes place, the SJCWDB will gather pertinent information using DNB stress scores to facilitate the Rapid Reemployment of potentially displaced workers into other employment opportunities. This will minimize the impact of the displacement to the dislocated workers themselves and their families, but also their community (See Exhibit 1 – RR Graph).

The initial part of a Layoff Aversion Strategy is to minimize the reliance on UI. Using the DNB stress scores will assist in understanding the businesses that are stable and growing and provide the opportunity to rapidly reemploy potentially dislocated workers by transitioning them to other, like sector businesses. BE will build trust and relationships with employers that will reveal the following:

- Establishing IWT at companies that are growing (upskilling);
- Use EconoVue to find hiring patterns and skills development;
- Job classification and description, with the critical skill set requirements;
- Frequency of the hiring in each classification;
- Number of vacant positions to be filled; and
- Anticipated hiring needs (backfilling).

As we continue the engagement with industry sectors, we will collect this information enabling us to respond to future Rapid Response events and realize successful layoff aversion. Once the SJCWDB receives the WARN and engages in a Rapid Response Team activity, the first step is to secure pertinent information about the experience and skills of affected workers targeted for displacement. This information is critical to the development of a Layoff Aversion Strategy.

The next step is to initiate contact with the employers that are hiring with the same skill set as the affected workers. Interested employers will either accept the job candidate referral from AJCC or participate in an onsite mini targeted sectoral job fair(s) to accept applications and talk to interested workers affected by the displacement. Another part of the Layoff Aversion Strategy may be to facilitate the negotiation of a severance packet that would allow for a smooth transition to another employer (giving the workers the opportunity to finish work with the old employer if necessary).

Rapid Response activities are continuously coordinated in the Central Valley Regional Planning Unit (RPU) and the Bay Area Rapid Response Roundtable. These groups respond to major business displacements or closures in the State, which often have a direct and/or indirect economic effect on San Joaquin County, and as part of this plan, we will engage the Sacramento Region and ask to be added to the Northern California Rapid Response Roundtable Roundtables meet on a quarterly basis to discuss updates and strategies.

iv. Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

The AJCC has developed a comprehensive youth strategy, requiring the engagement of every youth serving organization including, but not limited to, Educational Institutions, Community Based Organizations (501c(3)), Faith Based Organizations, Law Enforcement Agencies and Community Business Organizations, the Municipalities, and the Human Service Agency.

The AJCCs, promote youth services through collaborative connection with established entities such as the local school districts and its disabled youth through the Work-Ability and CaPROMISE programs. It is customary for the SJCWDB to create a pipeline of program-eligible youth through youth-serving organizations as well as through school district counselors. While the WIOA funding is restricted to the delivery of services to eligible youth, the SJCWDB has been the convener of the youth servicing organizations to provide universal services to the youth population.

Leveraging resources of all these organizations, the SJCWDB, its partner agencies, and stakeholders have delivered a variety of services including:

1. Annual Youth Leadership Conference since FY 2000 for approximately 1,800 – 2,600 youth from every school district in the County.
2. Private Sector subsidized employment opportunities.
3. Literacy and tutorial program for youth of all ages.
4. High School Internship program in the private sector.
5. Mentoring programs for at-risk youth.
6. Intervention for youth engaging in gang activities.

7. Summer Youth Employment and Training Program activities subsidized by WIOA, CalWORKs and municipalities.
8. Career and Technical Education.
9. Teen Parenting and Support Services.
10. Public and private non-profit community service.
11. Career exploration and labor market orientation.

Youth are invited to use the AJCC for job search and/or referral purposes and to sign up for workshops. The AJCCs provide a variety of employment and training services that include, but are not limited to, the following:

1. An orientation of the available services.
2. Employability skills workshops:
 - *How to fill out an effective job application*
 - *How to prepare for a job interview*
 - *Preparing a resume*
 - *Orientation to the world of work*
3. Access to job openings.
4. Support services to eliminate barriers to employment and success.
5. Career exploration.

Youth Employment Opportunities Program (YEOP)

YEOP is a collaboration of interested individuals and organizations dedicated to providing accurate, timely and empowering information to youth ages 14-24 related to their job search and career development. The program is administered by the State of California EDD and includes activities and initiatives that support increased youth employability with some youth participants stationed in the Stockton AJCC.

WorkStartYES

The San Joaquin County Office of Education (SJC OE) WorkStartYES and CHD WorkStart programs work in conjunction with other community organizations to provide numerous workforce development activities to WIOA eligible youth, including those with disabilities, to increase participant employability and skill level. For youth with disabilities who are attending school, modifications and accommodations are made according to the student's Individual Education Plan (IEP). Each youth receives one-on-one guidance and support from a Career Developer who is able to assist in bridging gaps and identify services through referrals to community agencies.

Hire Me First Internship Program

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. It was established to promote youth employability through increased employment opportunities, internship and job shadowing experiences for the youth in the community. The program allows students the opportunity to work for a business and gain hands on experience in an occupation. This experience will take place over a varying length of time to be determined by the employer based on the job requirements.

- v. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.**

The SJCWDB will coordinate relevant education (secondary/post-secondary) programs and activities with workforce development primarily through the Delta College CTE Transitions Program. The CTE Transitions Program is a coordinated effort with business, local high schools, and Delta College, to help provide an educated and highly qualified workforce of students with applied skills to meet the needs of local business, labor and industry. CTE Transitions is a planned sequence of study in a career technical field that students can begin

participating in as early as the ninth grade. It was identified through partners in business and industry to provide students with training and education to become prepared for business and industry. A major benefit of CTE Transitions is the connection between high school and college classes and the "real world."

vi. Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.

Supportive services are awarded to individuals in financial need based on an assessment and the availability of funds. Job seekers facing transportation and other barriers that undermine their ability to complete a training or educational program benefit from services to help them increase their labor market prospects. The SJCWDB has established contracts, MOUs, and working relationships with Metro bus lines, San Joaquin County Housing Authorities, Stockton food banks, Stockton homeless shelters, Family Resource and Referral (subsidized childcare and dependent care providers), department stores (in order to secure uniforms, work boots, tools, etc.), bookstores, San Joaquin County Substance Abuse programs, Pacific Gas & Electric, and the DVR to provide training participants with the necessary supportive services for them to complete and obtain employment.

vii. Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.

The SJCWDB will coordinate Wagner-Peyser services with partner staff co-located in the AJCCs through bi-weekly meetings with EDD staff and by providing ongoing cross training. Information provided by Wagner-Peyser staff is captured in CalJOBS and used by AJCC staff. Wagner-Peyser staff also provides services through the Greeter Project and direct job seekers to the appropriate partner agency. In AJCC centers where Wagner-Peyser staff is not located, the staff are cross trained to provide the Wagner-Peyser services and maximize service coordination.

In order to improve service delivery, one system is used as the online labor exchange system – CalJOBS. The CalJOBS online system offers a statewide network that links employers with qualified job seekers throughout California. This system, provides re-employment service for dislocated workers, LMI for planning business expansion, relocation, hiring, and is jointly promoted to the business community as a business solution. Wagner-Peyser staff uses the system to enter information once and this information is shared with AJCC partners. Duplication of information gathering is minimized by having one system. AJCC staff will maximize coordination with Wagner-Peyser staff when focused recruitments are held for new or expanding business ventures or when facilities need large numbers of specialized workers. All workforce preparation services are locally coordinated with Wagner-Peyser staff including job search training workshops (including skills to find and keep a job), and referrals to partner agencies that provide other employment-related services including training. Wagner-Peyser staff attend AJCC established bi-weekly partner meetings to learn about other services available in the community and to cross-train AJCC staff on services provided in the AJCC by Wagner-Peyser staff. Monthly reports indicating when services will be provided are published to ensure there is no service duplication.

viii. Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.

The SJCWDB will follow Workforce Services Information Notice WSIN 16-26 and will coordinate WIOA Title I activities with Adult Education and Literacy by ensuring the applications are submitted and approved by the SJCWDB. Subject matter experts will ensure alignment between Title I and Title II by taking into account labor market information and other sources of documented industry sectors that are in demand. The SJCWDB will align

to the seven (7) industry sectors (see page 3) using DNB, EconoVue, Market Insight and other LMI which will include solutions for business and services to target populations and/or individuals with barriers to employment. Another review factor will include an examination of services provided to foreign born and limited English proficient individuals.

ix. Provide a description of the services that will be provided to limited English proficient individuals. Local plans must specify how basic skills programs in the local area will serve individuals from these communities.

The San Joaquin County Workforce Development Board (SJCWDB), through the WorkNet/ America's Job Centers of California (AJCC) and its strategic partners have developed a comprehensive service delivery system to support the English Language Learner (ELL) population throughout the County. This includes providing employment and training services to increase basic skill levels, increase employment and training opportunities, and facilitate the transition into permanent employment with self-sufficient wages and benefits. The strategic objective is to deliver the services that will eliminate barriers to education and training to enable the target population to obtain the basic skill levels, skill sets, and certifications that will allow ELLs to transition into employment and career opportunities that will provide quality jobs in demand occupations. Participants will receive a wide range of services including initial assessment to establish base line information, career information, access to vocational training or On-the-Job Training (OJT) contracts for those who are eligible, and direct job referrals, as appropriate (see Local Plan - Section 1.ii). In addition, AJCC staff will make referrals to partner agencies for other necessary services that will eliminate barriers to employment and training and increase their employability.

Limited English speaking participants will be referred to work experience worksites with agencies that serve the limited English speaking population, not only to acquire recent work history, develop work maturity and job specific skills, but also to expand the service delivery and increase the level of services provided to the San Joaquin County residents by these public and non-profit organizations. AJCC participants will also be able to access available services and resources that will eliminate barriers to employment and expose them to nurturing bilingual role models and mentors that will facilitate their acquisition of English language skills.

Along with work experience, OJTs are developed for ELLs. It is a strategic objective of the SJCWDB to identify businesses who have bilingual staff and supervisors to enable the hiring of limited English speaking participants that have strong skill sets required. As AJCC business representatives work with employers, they make connections with participants who are ready to enter the world of work and are able to provide employment opportunities to limited English speaking participants. Recent OJTs have been written with businesses for a fiscal/office position (native language is Russian) as well as production positions (native language is Spanish) in a commercial laundry.

A significant part of the service delivery to ELLs that come to an AJCC is to provide a welcoming atmosphere where individuals feel comfortable exploring employment options. The orientations cover an array of services that are available to each individual. These orientations include bilingual sessions to encourage a better understanding of the opportunities available at the centers.

With a strategy of co-enrollments and the programming that addresses the needs of the targeted population, San Joaquin County WorkNet/AJCCs and its strategic partners are fully equipped to assist the ELLs with bilingual staff (in the centers) that can address the needs of the limited English population.

English as a Second Language (ESL) training is available through a range of providers and programs. The California Human Development (CHD) is the local Workforce Innovation and Opportunity Act (WIOA) Section 167 grantee and the managing agency in the Lodi WorkNet AJCC. CHD and their co-located partners play a significant role in delivering English skills training through the National Farmworker Jobs Program to individuals referred by the AJCC. CHD is the lead partner agency in the AJCCs in San Joaquin County that provides Vocational English as a Second Language (VESL) instruction in training activities offered to participants. The AJCCs in San Joaquin County have strong linkages with CHD and the critical organizations that deliver services to the limited English speaking population in San Joaquin County including, but not limited to community service organization such as: Lao- Khmu,

Council for the Spanish Speaking, Community Partnership for Families, Little Manila Foundation, League of United Latin American Citizens, Catholic Charities, and school districts. The SJCWDB and its AJCCs have established referral processes and service agreements with these organizations.

By far, the region's largest provider of ESL training is public education, with the Adult Education and the Community College systems at the forefront. A referral process is in place with San Joaquin Delta College (see also Local Plan Section 3.i) and the Adult Schools in Stockton, Tracy, Lodi, and Manteca. The Adult Schools have a variety of adult education programs including ESL, General Education Development (GED) and basic skills training aimed at serving the immigrant population. The SJCWDB meets regularly with our educational partners to continue the alignment of all the programs to become more responsive to the limited English population. It will continue to further develop a student cross-tracking process with the Adult Schools to better monitor our progress. The SJCWDB shall monitor the referral process between our Adult Schools and the AJCCs in San Joaquin County to ensure compliance with established goals and performance objectives.

The SJCWDB and the AJCCs in San Joaquin County are engaged Steering Committee members of the Delta Sierra Regional Alliance (DSRA). The DSRA supports the educational and economic success of adult learners in San Joaquin County and brings together education, civic and business leaders from Lodi, Manteca, Stockton, Tracy and the broader San Joaquin Delta Community College District Service area. The SJCWDB has a history of collaboration and innovation, as stated in the DSRA's AB 86 Consortium Regional Comprehensive Plans submitted by the Adult Schools in San Joaquin County.

The SJCWDB and the San Joaquin County Adult Schools will meet on a quarterly basis to facilitate the alignment, increasing collaboration and the coordination of available services and program activities between partner agencies. These meetings will be hosted by each of the Adult Schools for the purpose of showcasing their respective best practices and their respective delivery system for our customers, including our limited English population and those who are basic skills deficient.

The SJCWDB will host an annual meeting to evaluate the service delivery system, focusing on the progress of our alignment between our educational partners and the required AJCC partners. There will also be a focus on strategic objectives, and a review of protocols and processes to continue to enhance our service delivery system.

The Director of the Stockton Adult School will be seated on the SJCWDB as part of the restructuring of the Board, strengthening the educational alignment between the Community College, the County Office of Education and all the Adult Schools. With all three strategic partners on the SJCWDB, the alignment between the educational partners and the other regional partners will increase the collaboration and coordination of a comprehensive multi-agency service delivery system.

The SJCWDB has been an engaged partner in the development of San Joaquin County's Adult Education Strategic Plan, working closely with San Joaquin Delta College and the Adult Schools. In an effort to align educational strategic course work, and connect with the targeted industry sectors, San Joaquin Delta College has designated the SJCWDB, in partnership with the other educational partners, to be the catalyst and the convener of industry sector forums with our targeted businesses and industry sector strategies, holding ongoing conversation to strengthen our partnerships within these priority industry sectors. There is an ongoing channel of communication that will lead to the identification of emerging skills sets, new classifications, and the need for new curriculum, course work, and certification programs that are more responsive to the need of our targeted industries and facilitate the development of a workforce that includes our ELLs.

The SJCWDB has reviewed the WIOA Title II: Adult Education and Family Literacy Act (AEFLA) applications to ensure the service delivery system is responsive to the needs of this target population, and aligned with the AJCC's processes, protocols and program activities (see Local Plan – Section 5. ii and viii).

It is the goal of the SJCWDB to also be aligned at the regional level with our partners in the Regional Planning Unit (RPU); working with each of the Local Workforce Development Areas (LWDA) to share best practices and improve the capacity and capability of the workforce service delivery system to build the English skills of those with limited English proficiency. To this end, San Joaquin County workforce and education leadership will join the regional workgroup, forming a collaborative made up of the strategic partners in each LWDA in the RPU to develop strategies around the following challenges and issues:

- Communicating to the participant the value of English language skills acquisition in terms of employment opportunities;
- Making services accessible to the participant in terms of convenience of locations, flexible hours and instructional methods;
- Broadcasting the availability of programs and services;
- Linking language skills to work requirements; and
- Offering various on-ramps to beginning, intermediate, and advanced English skills training.

The SJCWDB and its required partners are committed to the development of a highly trained staff that is bilingual in the language of our English learners and will develop strong partnership with community based organizations that serve our limited English population including: faith based organizations, the Council for the Spanish Speaking, Lao-Khmu, and Catholic Charites, to name a few.

In order to increase awareness of all WIOA programs and services, bilingual staff will provide assistance in the languages of our customers including, but not limited to the following: Spanish, Thai, Laotian, Cambodian, and Tagalog. As appropriate, translation services have been contracted with NorCal to provide services to participants who are hearing and/or visually impaired. If necessary, the AJCC has contracted with Language World to provide interpreting service in over 80 languages and dialects including sign language. These services will be made available to youth and adult participants, including people with disabilities.

The SJCWDB and strategic partners including the Adult Schools and the Community College will engage in outreach efforts using a variety of media materials, including social media to promote the availability of services through the AJCC system in San Joaquin County.

6) Relevant Information Pertaining to Grants and Grant Administration

i. Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).

The EEDD is the administrative entity, designated by the San Joaquin County Board of Supervisors (the Chief Elected Official), with oversight, administration and disbursement authority responsibilities of the WIOA grant funds.

The AJCCs are the One-Stops funded under WIOA and is a partnership between the Chief Elected Official and the SJCWDB. These Boards are the authority that determine how the WIOA funds are expended. Once the authorization is granted by the SJCWDB and the Chief Elected Official, EEDD will administer the programs and ensure the funding is allocated and expended in accordance with the local, State and federal authorization and regulatory requirements. Invoices are processed and approved by the EEDD, and forwarded to the County Auditor-Controller's Office for review and payment.

ii. Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

A competitive process is conducted in accordance with 2CFR 200 federal Uniform Guidance, WIOA Administrative Provisions, and State and local procurement policies and procedures. Procurement policies for County of San

Joaquin departments are centralized under the County Purchasing Agent. The Purchasing Agent has sole authority under Government Code. The SJCWDB works closely with the County Purchasing Agent to secure sub-contractors and service providers. The procurement process is documented, and includes a release of a Request for Quote or Request for Proposal, a bidders' conference, proposal submissions process, review and evaluation of proposals, and a cost analysis, as required. A funding decision is made based on the responsiveness and qualifications of the bidder.

7) Relevant information pertaining to performance goals

The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area. Additional information from the State Board on performance negotiation will be forthcoming.

Staff from the SJCWDB negotiated the following performance goals (see graph below).

SJC NEGOTIATED PERFORMANCE GOALS		
PERFORMANCE INDICATORS	PY 16-17	PY 17-18
	Employment Rate Q2	
Adult Performance Level	65.00%	68.00%
Dislocated Worker Performance Level	68.00%	71.00%
Youth Performance Level	60.00%	63.80%
	Employment Rate Q4	
Adult Performance Level	62.50%	65.50%
Dislocated Worker Performance Level	66.50%	69.50%
Youth Performance Level	62.30%	65.20%
	Median Earnings Q2	
Adult Performance Level	\$4,957.00	\$5,157.00
Dislocated Worker Performance Level	\$5,929.00	\$6,107.00
Youth Performance Level	Baseline	Baseline
	Credential Rate	
Adult Performance Level	52.90%	55.90%
Dislocated Worker Performance Level	60.00%	63.00%
Youth Performance Level	54.70%	57.70%

8) Relevant information pertaining to federal High Performance Board (HPB) efforts

i. identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:

a. [WSD15-14](#) - WIOA Adult Program Priority of Service

The SJCWDB has established a Policy and Procedure providing priority of service in the adult programs that includes Veterans, recipients of public assistance, low income individuals, and individuals with basic skills deficiencies.

b. [WSD15-12](#) - WIOA Memorandums of Understanding

The SJCWDB has secured an MOU with all core partners as per WSD 15-12. WIOA Phase II MOU is currently being negotiated and is anticipated to be completed by September 1, 2017.

ii. **Provide a narrative description of the way the Local Board will assess the effectiveness of AJCCs in each of the foregoing areas.**

a. **An assessment of leadership, planning and collaboration (how well are core programs involved and aligned?)**

The EEDD staff take the leadership role in preparing and convening weekly staff meetings of AJCC partners to discuss current partner issues throughout the core programs. These meetings bring core program staff from DVR, Veteran Services, EDD LMID, Senior Employment, TANF, Adult School, and Job Corps Services to plan and collaborate on how the programs are aligned. One example is the “Greeter” program which uses the capacity of CalJOBS to collect data to make staffing decisions regarding AJCC coverage to ensure there is a “no wrong door” approach. To be inclusive, the SJCWDB will explore the use of teleconference (i.e. WebEx) technology so that all AJCC staff can participate without leaving their locations.

b. **An assessment of customer-focus and customer-centered design (do clients get the services they need?)**

The AJCC staff participated in the course for Human-Centered Design (HCD) which consisted of the following:

- Introduction to Human Centered Design
- Inspiration Phase
- Ideation Phase-Synthesis
- Ideation Phase-Prototyping
- Implementation Phase

The SJCWDB collected feedback from business, job seekers, training operators, and AJCC staff to get their perspective on the delivery of service and to determine if there was a need for change. It was determined that the AJCC provided other services besides employment and training and not all customers were in need of the same service. The HCD was an apparent solution. Using the principles and techniques of the HCD approach, the SJCWDB was able to re-design the “flow” in AJCCs. Using the new design, customers come into the center, speak to a greeter, and based on interaction, can either enter the AJCC or are scheduled to attend an orientation (if they request training). The timelines for case managers to respond were revised with no more than three (3) days to review a participant packet and make a decision regarding the requested training or remediation or other activities to prepare them for training. Case managers also requested a smoother process to get the participants to them for enrollment into programs. This increase in activity led to the need for more dates for certification and testing which allowed customers to move through the process at a faster pace. The flow of customers from the AJCC to classroom training was reviewed. Information shared with providers due to changes up front allowed participants to move quicker through the system and to classroom training. Another area that warranted change was the response to business. Case managers now return phone calls within one business day. AJCC staff are continuously looking for better ways to improve the services provided to all clients.

c. **An assessment of the manner in which the One-Stop will enable skills attainment leading to industry recognized credentials and degrees (does the One-Stop help move those with barriers to employment on a path to skills development?)**

The collaboration between the SJCWDB and business will enable skills attainment leading to industry recognized credentials and degrees and help move those with barriers to employment on a path to skills development. The SJCWDB will engage the business champions to lead local workforce development efforts. The SJCWDB will create innovative strategies to focus on BE, strengthening of core programs, dissemination of best practices, and promote effective use of technology to enhance service delivery. The SJCWDB will use pre-apprenticeship and skills development bridge programs (i.e., adult basic education and vocational ESL) for entry into State-approved apprenticeship training.

Participants will have access to quality education, training and workforce activities through more OJT/IWT and customized training opportunities. Adult education and the SJCWDB will ensure that training providers offer

relevant skill development (including career pathways) to accelerate achievement of industry recognized credentials and certificates. The SJCWDB will require that contractors revise program designs to support business solutions.

d. An assessment of the way the One-Stop will use data for continuous improvement (do One-Stop operators utilize performance data to improve service delivery?)

The AJCC staff uses data for continuous improvement by cross-checking the information in CalJOBS against the ad hoc reports used in the day to day operations. These reports are checked against the performance data and adjustments are made immediately to improve the services in the AJCC. Additionally, through the use of MOUs, regularly scheduled meetings are held with AJCC partners to continuously improve the services in the AJCCs. As stated before, we will determine the feasibility to use WebEx to allow for greater partner participation. These meetings provide real-time feedback (performance data) to determine if a process is working or if it needs to be modified in order to ensure a smooth customer flow. The referral process is one area where the partners have established a common practice. Using data from the human-centered design process has provided insight regarding customer flow and as a result the AJCCs have redesigned the flow process for serving customers.

e. An assessment of professional development and staff capacity building (are frontline staff trained on the requirements of WIOA, the policies required under the State Plan, and to provide high quality, customer-focused services?)

The SJCWDB has designated every Wednesday afternoon for mandated staff development. This cross training content covers all aspects of the AJCC operations, including regulation, the WIOA Plan, vision, goals, safety, and objectives. Staff development training will provide the tools, support, and guidance necessary meet the needs of AJCC customers. Staff are cross trained on:

- | | |
|--|-------------------------------------|
| 1) Work on “No Wrong Door” Approach | 8) Career Pathways; |
| 2) Beginning and/or enhancing career options; | 9) Regional Partnerships; |
| 3) Building basic educational/occupational skills; | 10) Earn and Learn models; |
| 4) Earning a postsecondary certificate or degree; | 11) Supportive Services; |
| 5) Guidance on how to make career choices; | 12) Cross-System Data capacity; and |
| 6) Seeking to identify and hire skilled workers; | 13) Integrated service delivery. |
| 7) Sector strategies; | |

The goal is for AJCC staff to be knowledgeable in the customer flow, case management, and the human-centered design approach to working with customers. Staff will be trained to determine WIOA eligibility for career services and/or training, conduct outreach, intake and provide orientation on other partner services available through the AJCC. This capacity building is referred to as WorkNet University where AJCC staff are trained by other AJCC partners as well as WIOA-related subject matter experts with the ultimate goal of being fully versed in providing the highest level of service through the AJCCs.

f. An assessment of employer engagement and focus on high growth sectors (is programing aligned with regional labor market dynamics?)

The growth and emerging industry sectors previously identified in the plan will be the priority when investing available WIOA training funds. Ongoing BE within the industry sectors, BREP, and Red Team visits will confirm the priority and assist in the development of potential solutions. In its role as convener, the SJCWDB will engage business, primarily through sector champions and educational partners to mutually develop training curriculum/activities, Career Pathways, and Road Maps to be more responsive. This alignment is in partnership with local strategic partners at every level of workforce development including:

State Level

- California Workforce Development Board – Special Grant Funded Institutions

- State EDD LMID reports and Market Analysis
- Community College/Chancellor’s Office – “Doing what Matters” for Jobs and Economy
- Community College Strong Workforce Initiative
- GoBiz, WOTC, Work Sharing, ETP
- MEPS, Department of Commerce, BOE
- WTAAC
- Trade Adjustment Assistance (TAA)

Regional Level

- CPSJV – LMI Studies
- RPU – Training Coordinator (funded by the State)
- Fresno State University and the Sector Navigators in the Central Valley
- CCWC – LMI Studies

Local Level

- Delta College
- Economic Development organizations.
- COE
- Municipalities, Financial Institutions, Utilities, Permitting

g. An assessment of physical and programmatic accessibility for individuals with disabilities

The AJCCs are equipped with the necessary equipment and accommodations to address physical and programmatic needs of individuals with disabilities. The SJCWDB has a secured contract with NorCal to provide services to customers who are hearing impaired and visually impaired. In addition, it has secured a contract with Language World to provide interpreting service in over 80 languages and dialects including sign language.

9) Relevant information on training activities

The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Training services are provided in a manner that maximizes customer choice for both career goals and selection of eligible providers. The ETPL is available with specific school information, labor market information, and alignment with industry. After assessment and consultation with a career counselor, customers seeking training services may select a training provider. Arrangement for the payment of such services is provided through an Individual Training Account (ITA). The AJCC will coordinate funding for the ITA.

The ITA is the most responsive and preferred method of training. Training contracts in lieu of an ITA have not been needed, except for OJT and cohort trainings (as detailed in specific grants). Should there be a demand for customized training, entrepreneurial training, sector/occupational cohort training, or pay-for-performance, the procurement process shall be followed. Training candidates are provided detailed information on service providers to ensure customer choice. The ITA will continue to be the instrument used for training contracts to provide customer choice.

10) Public transparency, accessibility and inclusivity information

The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities.

The SJCWDB provided a 30- day period for public comment and input into the development of the local plan (including persons with disabilities) and has provided information regarding the plan and the planning process, including the plan and supporting documentation, in alternative formats when requested. Any comments representing disagreement with the plan are included with the local plan and submitted to the State.

11) Relevant information pertaining to common intake and case management efforts

Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.

The AJCC partner staff conduct the initial orientation. This orientation is attended by new customers referred by AJCC partners such as UI, TAA, Veterans Services etc. Individuals are provided an overview of services by the AJCC partners and are given a packet (resume, work history and an application) and instructed to return to AJCC staff. Once the packet is submitted, customers are assigned to a case manager to do initial assessment and a determination of potential services provided through the AJCC.

There is a common intake accomplished through the use of CalJOBS that records the demographic information required by the core programs. This eliminated the need for repetitive intake data collection.

12) Other miscellaneous information requirements

- i. Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II (Adult Literacy) applications for funding.**

Title II Program applicants will be given access to local plans in hard copy and/or in an electronic format to ensure alignment with developing Title II applications for funding. The SJCWDB plans to align Title II programs with AJCC Partners, development of career pathways (in-demand sector strategies), and the Local Plan.

- ii. Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).**

Through established EEDD Policies and Procedures, priority shall be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of career services in San Joaquin County for adult employment and training activities as referenced in WIOA Section 134(c)(3)(E).

- iii. Identify the portions of the local plan that are being handled in the narrative content of the regional plan.**

The portions of the local plan that are being handled in the narrative content of the regional plan entitled: The San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) Regional Workforce Development Plan 2017-2020 shall include:

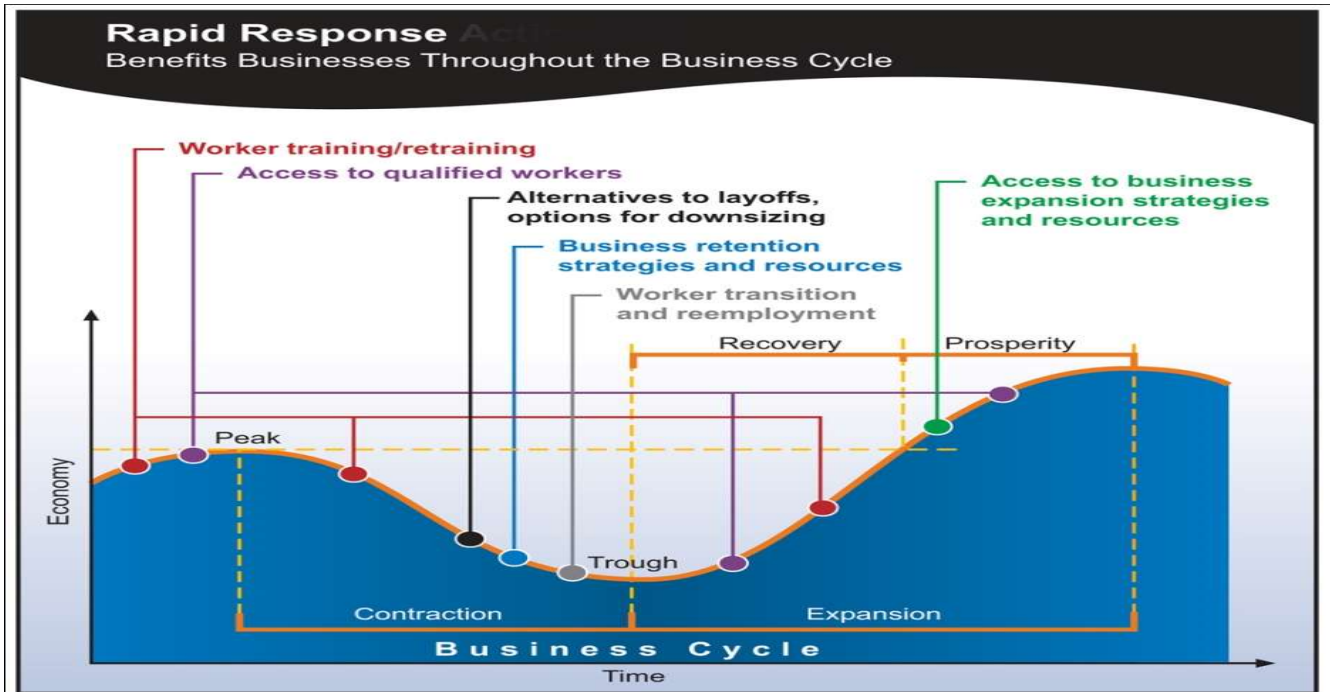
- A. A list of Regional Partners Who Are Party to the Plan
- B. Regional Economic and Background Analysis
- C. Required Content on Regional Sector Pathways
- D. Required Content on Industry-Valued Post-Secondary Credential Attainment
- E. Required Content on Accessibility and Inclusivity
- F. Required Content on Job Quality Considerations

- G. Required Content on Regional Assessment
- H. A description of the manner federal WIOA regional plan requirements not covered by the State Plan required content are being met
- I. A Regional MOU or Cooperative Service Agreements between RPU partners
- J. Provide Any Community College and Adult Education Block Grant Related Attachments to the Regional plan, including Strong Workforce Program regional plans required as part of Assembly Bill (AB) 1602 (Assembly Budget Committee, Chapter 24, Statutes of 2016).

- 13) Local Board Assurances:** See Attachment A
- 14) A List of Comprehensive One-Stops and AJCC Partners in the Local Area:** See Attachment B
- 15) AJCC Memorandums of Understanding (MOU):** See Attachment C
- 16) Local Area Grant Recipient Listing Using the Form Provided:** See Attachment D
- 17) A Copy of Local Board Bylaws:** See Attachment E
- 18) Program Administration Designee and Plan Signatures:** See Attachment F
- 19) A Summary of Public comments received that disagree with the regional and local plan:** See Attachment G
- 20) Conditional Approval Letter (Page 1) and State Review of Local Plan from California Workforce Development Board (Page 2) and Local Area Response to State Review (Pages 3-10):** See Attachment H
 - a) Description to address English proficient individuals has been incorporated into this Local Plan, page 26, Item ix, and is included in the response to the State Review;
 - b) Description of the public comment period, core partner review and public participation is included in the response to the State Review; and
 - c) Chief Local Elected Official (CLEO) signature is included in the response to the State Review.

Exhibit 1 – RR Graph

San Joaquin County WIOA Local Plan



Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act (WIOA)* Section 184(a)(3).
- B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. 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. (WIOA Section 134[c][3][E], and CUIC Section 14230[a][6])
- H. The Local Board certifies that its America's Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).

- I. The Local Board assures that state employees who are located at the AJCC(s) 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 the AJCC(s) 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.
- J. The Local Board assures that when work-related issues arise at the AJCC(s) 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 AJCC 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.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

SIGNATURE PAGE***Instructions**

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

**Local Workforce Development Board
Chair****Local Chief Elected Official**

 Signature

 Signature

 Daniel Schroeder

 Charles Winn

 Name

 Name

 Chair

 Chairman

 Title

 Title

 Date

 Date

* The San Joaquin Workforce Development Board met in January 2017. The public comment period for the Local Plan began on January 14, 2017 and ended on February 15, 2017. As per Workforce Services Directive WSD16-07, it is anticipated that the State Board will notify the SJCWDB of any plan deficiencies by May 15, 2017. Corrections to the Local Plan will be made expeditiously and submitted to the SJCWDB for signature in either May or June 2017 with final signature by the San Joaquin County Board of Supervisors (CEO) anticipated in June or July 2017. The signed plan will be submitted to the State Board on or before August 1, 2017.

List of Comprehensive One-Stop and America's Job Center of California (AJCC) Partners in the Local Area

Comprehensive One-Stop/AJCC	
Name of AJCC:	WorkNet of San Joaquin
Location:	56 S. Lincoln Street Stockton, CA 95203
Phone:	(209) 468-3500
AJCC Website:	www.sicworknet.org
AJCC Partners in Local Area	
WIOA Title I Adult, Dislocated Worker and Youth:	San Joaquin County Workforce Development Board Daniel Schroeder, Chair
WIOA Title II Adult Education and Literacy	Stockton Unified School District Julie Penn, Superintendent
WIOA Title II Career Technical Education	San Joaquin Delta Community College Kathleen A. Hart, Superintendent/President
WIOA Title III Wagner-Peyser, Veterans' Trade Adjustment Assistance Act	Employment Development Department Mary Ruiz, Division Chief
WIOA Title III Unemployment Insurance	Employment Development Department Sylvia Garibay, Employment Development Administrator, UI Northern Operations Division
WIOA Title IV Vocational Rehabilitation	Vocational Rehabilitation, San Joaquin Valley District Araceli Holland, District Administrator
TANF/CalWORKs; Senior Community Service Employment; and Community Action Partnership	San Joaquin County Human Services Agency Michael R. Miller, Director
For WIOA (Section 166) Native American	California Indian Manpower Consortium, Inc. Lorenda T. Sanchez, Executive Director
For WIOA (Section 167) Migrant/Seasonal Farmworker	California Human Development Christopher Paige, Chief Executive Officer
YouthBuild	San Joaquin County Office of Education James A. Mousalimas, Superintendent
Housing Authority	Housing Authority of the County of San Joaquin Peter W. Ragsdale, Executive Director
Second Chance	San Joaquin County Probation Department Stephanie L. James, Chief Probation Officer
Job Corps	Job Corps Northern California Outreach & Admissions Clearnise Bullard, Project Director

Before the Board of Supervisors
County of San Joaquin, State of California

B-16-367

MOTION: Villapudua/Miller/5

APPROVE THE WORKFORCE INNOVATION AND OPPORTUNITY ACT MEMORANDUM OF UNDERSTANDING WITH THE REQUIRED PARTNERS FOR THE PERIOD JULY 1, 2016 THROUGH JUNE 30, 2019 AND AUTHORIZE THE DIRECTOR OF THE HUMAN SERVICES AGENCY, THE CHIEF PROBATION OFFICER, THE CHAIR OF THE WORKFORCE DEVELOPMENT BOARD, AND THE CHAIR OF THE BOARD OF SUPERVISORS TO SIGN

THIS BOARD OF SUPERVISORS DOES HEREBY approve the recommendation of the San Joaquin County Workforce Development Board (WDB) to approve the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) with the required partners (WDB, Stockton Unified School District, San Joaquin Delta Community College, State Employment Development Department, State Department of Rehabilitation, San Joaquin County Human Services Agency, California Indian Manpower Consortium, Inc., California Human Development, San Joaquin County Office of Education, Housing Authority of the County of San Joaquin, San Joaquin County Probation Department, and Job Corps).

FURTHER, authorize the Director of the Human Services Agency, the Chief Probation Officer, the Chair of the WDB, and the Chair of the Board of Supervisors (BOS) to sign the MOU.

I HEREBY CERTIFY that the above order was passed and adopted on 06/28/2016 by the following vote of the Board of Supervisors, to wit:

AYES: Villapudua, Miller, Winn, Elliott, Zapien

NOES: None

ABSENT: None

ABSTAIN: None



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

Mimi Duzenski

Attachment: Board Order B-16-367 (2164 : EEEDD - Approve the WIOA MOU with the Required Partners 7-1-16 thru 6-30-19)

A-16-219
6/28/2016

**Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County**

This Memorandum of Understanding (MOU) is entered into to define the roles and responsibilities of each partner as mutually agreed by the parties for the provision of services pursuant to the Workforce Innovation and Opportunity Act (WIOA). The parties to this MOU are: San Joaquin County Board of Supervisors, San Joaquin County Workforce Development Board, Stockton Unified School District, San Joaquin Delta Community College, State Employment Development Department (Wagner-Peyser, Veterans, Trade Adjustment Assistance Act), State Employment Development Department (Unemployment Insurance), State Department of Rehabilitation, San Joaquin County Human Services Agency (TANF/CalWORKs, Senior Community Service Employment, Community Action Partnership), California Indian Manpower Consortium, Inc., California Human Development, San Joaquin County Office of Education, Housing Authority of the County of San Joaquin, San Joaquin County Probation Department, and Job Corps.

The parties enter into this MOU for the purpose of creating a quality "One-Stop" system and fostering cooperative working relationships to deliver services under the State's America's Job Center of California (AJCC) structure. This MOU shall serve as the framework for providing services to employers, employees, job seekers and others needing workforce services in San Joaquin County.

I. Purpose

The WIOA requires that a MOU be developed and executed between the AJCC partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

A. State Policy Objectives

Through the local AJCC structure, the parties to this MOU will coordinate efforts in support of the three main policy objectives established within the California Unified Workforce Development Strategic Plan (State Plan). The three strategies are as follows:

1. Foster demand-driven skills attainment;
 2. Enable upward mobility for all Californians; and
 3. Align, coordinate, and integrate programs and services.
- B. These objectives will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking assistance in:**
1. Beginning and/or enhancing their career options;

2. Building basic educational or occupational skills;
 3. Earning a postsecondary certificate or degree;
 4. Obtaining guidance on how to make career choices; and
 5. Seeking to identify and hire skilled workers.
- C. The partners to this MOU will further support the State Plan policy objectives by aligning and coordinating to the greatest extent possible, their respective efforts at the local and regional level within a framework that includes:
1. Sector strategies - aligning workforce and education programs with leading and emergent industry sectors' skills needs.
 2. Career Pathways - enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated.
 3. Regional Partnerships - building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to engage workforce and education policies that support regional economic growth.
 4. Earn and Learn Models - using training and education "best practices" that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.
 5. Supportive Services - providing ancillary services like childcare, transportation, and counseling to overcome barriers and facilitate program completion and transition to employment.
 6. Creating Cross-System Data Capacity - using diagnostic labor market data to assess where to target investment and facilitate the measurement of effectiveness over time.
 7. Integrated service delivery - braiding resources and coordinating services at the local level to meet the needs of local business and individual job seekers.

II. Local/Regional Vision and Mission Statement

A. Vision

Our vision for this area and region is a prosperous and growing economy supported by an abundance of livable-wage careers performed by a local workforce that is well prepared, appropriately skilled, and fully capable of meeting the current and future needs of local and regional employers.

B. Mission

Our mission is to implement the Workforce Innovation and Opportunity Act by strategically leveraging and integrating community resources to cultivate demand driven skill attainment that meets the evolving needs of business and accelerates the upward mobility of the labor force.

III. Required Partner Programs

The parties to this MOU have agreed to work together to better serve mutual and common customers and actively participate in an integrated system of delivery enhanced by a broad coalition of partners required under WIOA. These required partners include local/regional representatives of the following programs:

- A. WIOA Title I Adult, Dislocated Worker, and Youth (Employment and Economic Development Department)
- B. WIOA Title II Adult Education and Literacy (Stockton Unified School District)
- C. WIOA Title III Wagner-Peyser (Employment Development Department)
- D. WIOA Title IV Vocational Rehabilitation (Department of Rehabilitation)
- E. Temporary Assistance for Needy Families/CalWORKs (Human Services Agency)
- F. Carl Perkins Career Technical Education (San Joaquin Delta College)
- G. Title V Older Americans Act (HSA)
- H. Job Corps (Job Corps Northern California Outreach & Admissions)
- I. Native American Programs – WIOA Section 166 – (California Indian Manpower Consortium)
- J. Migrant Seasonal Farmworkers – WIOA Section 167 – (California Human Development)
- K. Veterans (EDD)
- L. YouthBuild (County Office of Education)
- M. Trade Adjustment Assistance Act (EDD)
- N. Community Services Block Grant (HSA)
- O. Housing & Urban Development (Housing Authority of the County of San Joaquin)
- P. Unemployment Insurance (EDD)
- Q. Second Chance (Probation Department)

Individuals authorized to sign this MOU on behalf of the partner organization are identified on the Signature Page labeled Attachment A. The absence of a signature of a required partner to this MOU shall not affect the joint, on-going activities of the remaining parties to this document.

IV. One-Stop System, Services

The One-Stop System in San Joaquin County will consist of one comprehensive AJCC and multiple access points throughout the county. AJCC basic career services will be accessible 24 hours a day, seven days a week through the internet, primarily through CalJOBS and other partner websites, where available. Each partner's services (Basic Career, Individualized and Training) will be integrated into the system as identified in the Attachment B.

- A. The AJCC will provide Basic Career Services which are available to all Adults and Dislocated workers. Basic Career Services include but are not limited to the following:
1. Determination of eligibility to receive WIOA Career and/or Training services;
 2. Outreach, intake and orientation to the information and other services available through the AJCC system;
 3. Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities, skill gaps and supportive service needs;
 4. Labor exchange services including job search and placement assistance, and where needed by an individual, career counseling including the provision of information on in-demand industry sectors/occupations, the provision of information on nontraditional employment, and job vacancy listings in labor market areas;
 5. Referral and coordination of activities with other programs and services including AJCC system partners and additional workforce development programs;
 6. Workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, State-wide, and national labor market areas, including: information on job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
 7. Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
 8. Provision of information about how the local area is performing on performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
 9. Information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition

Assistance program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services through the U.S. Department of Housing and Urban Development; and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;

10. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
 11. Provision of information and assistance regarding filing claims under UI programs including meaningful assistance to individuals seeking assistance in filing a claim. Meaningful assistance means providing assistance on-site using staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim, or by phone or via other technology, as long as the assistance is provided by trained and available staff within a reasonable time.
- B. The AJCC will provide Individualized Career Services upon determination by AJCC staff that said services are appropriate for an individual to obtain or retain employment. Individualized Career Services shall be made available in all comprehensive AJCCs. Recent assessments conducted by partner programs may be utilized to determine if Individualized Career Services would be appropriate. These services include:
1. Comprehensive and specialized assessments of the skill levels and service needs which may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
 2. Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
 3. Group and/or individual counseling and mentoring;
 4. Career planning (e.g. case management);
 5. Short-term term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training; in some instances pre-apprenticeship programs may be considered as short-term prevocational services;
 6. Internships and work experiences that are linked to careers;
 7. Workforce preparation activities that help an individual acquire a combination of basic

academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;

8. Financial literacy services;
 9. Out-of-Area job search assistance and relocation assistance;
 10. English language acquisition and integrated education and training programs; and
 11. Follow-up services made available, including counseling regarding the workplace, for participants in WIOA activities who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.
- C. The AJCC will provide Training Services for eligible individuals through Individual Training Accounts (ITA) and/or other training administration methods permitted under WIOA. Training Services may be provided if AJCC staff determine, after an interview, and/or evaluation or assessment, and career planning, that the individual:
1. Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
 2. Is in need of Training Services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone; and
 3. Has the skills and qualifications to successfully participate in the selected program of Training Services.

Training services may include:

4. Occupational skills training, including training for non-traditional employment and occupational skills training that integrates English-language and math instruction needed to succeed on the job;
5. On-the-Job Training (OJT);
6. Programs that combine workplace training with related instruction, which may include cooperative education programs;
7. Training programs operated by the private sector;
8. Skill upgrading and retraining;

9. Entrepreneurial training; and
10. Apprenticeship and Pre-apprenticeship Skills Training.

V. Responsibility of AJCC Partners

The parties to this MOU agree to share the responsibility for planning, implementing and operating the AJCC delivery system. This MOU describes the cooperative working relationship between the parties and defines the respective roles and responsibilities in ensuring access to high-quality services through the AJCC system. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

The AJCC partner agrees to:

- A. Participate in joint planning, plan development, and modification of activities to accomplish the following:
 1. Continuous partnership building;
 2. Continuous planning in response to State and federal requirements;
 3. Responsiveness to local and economic conditions, including employer needs; and
 4. Adherence to common data collection and reporting needs.
- B. Make available to customers the applicable service(s) of the partner programs through the AJCC, one-stop delivery system;
- C. Participate in the operation of the AJCC, one-stop system, consistent with the terms of the MOU and requirements of authorized laws rules and regulations; and
- D. Participate in capacity building and staff development activities to help ensure that all partners and staff are adequately cross-trained.

VI. Funding of Services and Operating Costs

The parties to this MOU agree to negotiate and implement a cost sharing plan by December 31, 2017, under Phase II of the MOU development process as described in the State Employment Development Department (EDD), Workforce Services Directive WSD15-12. The cost sharing agreements shall be negotiated separately. Once finalized, the cost sharing agreements shall be incorporated into this MOU as attachments. Prior to the completion of Phase II, the partners to this MOU may continue to negotiate local funding agreements as appropriate.

VII. Methods for Referring Customers

Each partner to this MOU is committed to a referral process that incorporates the vision of a customer-centered system and will create processes and policies to support this vision. The referral processes will be incorporated as an attachment and will do the following:

- A. Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service;
- B. Ensure that general information regarding AJCC programs, services, activities and resources shall be made available to all customers as appropriate;
- C. Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators; and
- D. Describe how AJCC partners will provide a direct link or access to other AJCC partner staff that provide meaningful information or service, through the use of co-location, cross information sharing, or real-time technology (two way communication and interaction with AJCC partners that results in services needed by the customer).

VIII. Access for Individuals with Barriers to Employment

Each partner to this MOU is committed to ensuring individuals with barriers to employment are able to access the services needed to meet their employment and training needs. Within this commitment, the partners also recognize the need to offer priority of services to eligible veterans and their spouses, recipients of public assistance and other low-income individuals, or individuals who are basic skills deficient, when providing Individualized Career Services and Training Services with WIOA adult funds, and as appropriate, based on federal, State and local policy.

Individuals with barriers to employment shall be defined as:

- A. Displaced homemakers; Low income individuals; Indians, Alaska Native, and Native Hawaiians; Individuals with disabilities, including youth who are individuals with disabilities; Older individuals; Ex-offenders; Homeless individuals or homeless children and youth; Youth who are in or have aged out of the foster care system; Individuals who are English language learners, individuals who have low levels of literacy and individuals facing substantial cultural barriers; Eligible migrant and seasonal farm workers; Individuals within two years of exhausting lifetime eligibility for TANF; Single parents (including single, pregnant women); Long-term unemployed individuals; Such other groups as the Governor determines to have barriers to employment.

IX. Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, each AJCC Partner agrees to the following:

- A. Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California

Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.

- B. Abide by the principles of common reporting and shared information through electronic mechanisms, including shared technology.
- C. Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- D. Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- E. Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- F. Understand that system security provisions shall be agreed upon by all partners.

X. Confidentiality

The AJCC partner agrees to comply with the provisions of the WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- A. All applications and individual records related to services provided under this MOU, including eligibility for services and 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.
- B. No person will publish, disclose, use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- C. AJCC partners shall abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- D. Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

XI. Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any

employee or applicant, or applicant for employment due to gender, race, color, ancestry, religion, political affiliation, national origin, physical disability, mental disability, medical conditions, age, marital status, pregnancy, sexual orientation, veteran status, or any other status protected by law. AJCC partner agencies and organizations shall comply with all labor laws and regulations regarding workforce management. Specifically, the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and the State Department of Social Services Manual of Policies and Procedures, Sections 23-604.38(d) and related applicable regulations.

Parties to this MOU assure compliance with the Americans with Disabilities Act of 1990 (ADA), which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

XII. Grievances and Complaints Procedure

The AJCC partner agrees to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

XIII. American's with Disabilities Act and Amendments Compliance

The AJCC partner agrees to ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with the Americans with Disabilities Act and its amendments. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29CFR Part 37 and all other rules and regulations implementing the aforementioned laws.

XIV. Effective Dates and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The MOU term shall be three years, commencing on July 1, 2016, the date of execution by all parties. The MOU will be reviewed not less than once every three years to identify any substantial changes that have occurred.

XV. Modifications and Revisions

This MOU and referenced attachments constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

The parties to this MOU agree that the partner services listed in Attachment B may be updated as necessary without formal modification and signature of the parties hereto. Notification of an update to Attachment B shall be communicated in writing to all parties within 15 days.

XVI. Termination

The parties understand that implementation of the AJCC system is dependent on the good faith effort of partners to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being explored. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

XVII. Administrative and Operations Management Sections

A. Supervision/Day to Day Operations

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the site supervisor(s). The original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

Nothing within this MOU is intended to circumvent or supersede the benefits or rights established under collective bargaining agreements of the partners' employees working within the AJCC system.

B. Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

C. Press Releases and Communications

To the extent possible, all parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on and/or within buildings identified for AJCC usage. To the extent possible, branding of the AJCC may also include use of the logo on letterhead, envelopes, business cards, written correspondence, and fax transmittals related to the provision of WIOA services.

D. Hold Harmless/Indemnification/Liability

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

**Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County**

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

APPROVED FOR THE COUNTY:

By *Moises Zapien*
MOISES ZAPIEN, CHAIR
San Joaquin County
Board of Supervisors

6/28/2016
DATE

APPROVED AS TO FORM:
MARK MYLES
County Counsel

By *[Signature]*
GILBERTO GUTIERREZ
DEPUTY COUNTY COUNSEL

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



By *Mimi Duzenski*
Deputy Clerk

4.4.c

Packet Pg. 147

Attachment A


Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For WIOA Title I

Adult, Dislocated Worker and Youth Programs

San Joaquin County Workforce Development Board
56 S. Lincoln Street
Stockton CA 95203


Daniel Schroeder, Chair

6-13-16
Date

Attachment A

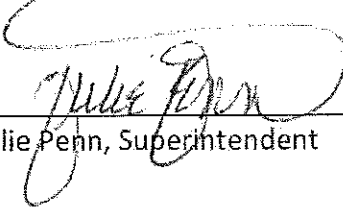
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For WIOA Title II

Adult Education and Literacy

Stockton Unified School District
701 N. Madison Street
Stockton, CA 95202



Julie Penn, Superintendent

5-26-16
Date

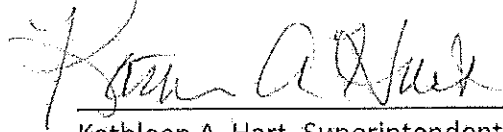
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For WIOA Title II

Career and Technical Education

San Joaquin Delta Community College
5151 Pacific Avenue
Stockton, CA 95207



Kathleen A. Hart, Superintendent/President

5/25/2016
Date

4.4.c

Packet Pg. 151

Attachment A

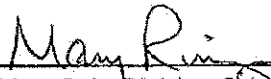
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For WIOA Title III

Wagner-Peyser;
Veterans; and
Trade Adjustment Assistance Act

Employment Development Department
629 12th Street
Sacramento, CA 95351



Mary Ruiz, Division Chief

6/13/2016
Date

Attachment A

Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For WIOA Title III

Unemployment Insurance Program

Employment Development Department
Unemployment Insurance
P.O. Box 826880 – MIC 40
Sacramento, CA 94280-0001

Sylvia Garibay, Employment Development
Administrator, UI Northern Operations Division

6/13/16
Date

Attachment A

Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For WIOA Title IV

Vocational Rehabilitation

Vocational Rehabilitation, San Joaquin Valley District
2550 Mariposa Mall, Room 2000
Fresno, CA 93721

Araceli Holland
Araceli Holland, District Administrator

6-3-16
Date

**Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County**

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

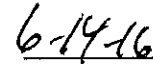
For

TANF/CalWORKs;
Senior Community Service Employment; and
Community Action Partnership

San Joaquin County Human Services Agency
102 S. San Joaquin Street
Stockton, CA 95202



Michael R. Miller, Director



Date

Attachment A

Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For WIOA (Section 166)

Native American

California Indian Manpower Consortium, Inc.
738 N. Market Blvd.
Sacramento, CA 95834



Lorenda T. Sanchez, Executive Director

June 3, 2016

Date

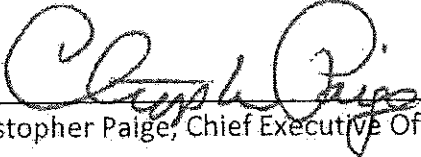
Attachment A

Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For WIOA (Section 167) Migrant/Seasonal Farmworker

California Human Development
3315 Airway Drive
Santa Rosa, CA 95403



Christopher Paige, Chief Executive Officer

6/1/2016
Date

4.4.c

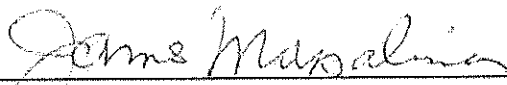
Packet Pg. 157

Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For YouthBuild

San Joaquin County Office of Education
2901 Arch Airport Road
Stockton, CA 95206


James A. Mousalimas, Superintendent

5/25/16
Date

Attachment A

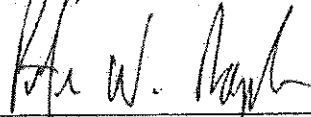
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For

Housing Authority

Housing Authority of the County of San Joaquin
448 S. Center Street
Stockton, CA 95203



Peter W. Ragsdale, Executive Director

5/31/16
Date

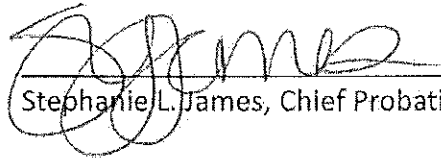
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

For

Second Chance

San Joaquin County Probation Department
575 W. Mathews Road
French Camp, CA 95231


Stephanie L. James, Chief Probation Officer

5/31/16
Date

Attachment A

Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

IN WITNESS WHEREOF, the parties have executed this MOU on the date indicated.

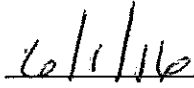
For

Job Corps

Job Corps Northern California Outreach & Admissions
1330 Broadway, Ste. 705
Oakland, CA 94612



Cleanise Bullard, Project Director



Date

Attachment B

	Partner/Program																
Basic Career Services	WIOA TITLE I, ADULT, DW, YOUTH	WIOA TITLE III EDD-WAGNER PEYSER	WIOA TITLE II ADULT EDUCATION & LITERACY	WIOA TITLE IV - VOCATIONAL REHABILITATION	CAREER/TECHNICAL EDUCATION	SENIOR COMMUNITY SERVICE EMPLOYMENT	JOB CORPS	MIGRANT SEASONAL FARMWORKERS	EDD - VETERANS	YOUTHBUILD	EDD - TRADE ADJUSTMENT ASSISTANCE ACT	COMMUNITY ACTION	EDD - UNEMPLOYMENT INSURANCE	PROBATION SECOND CHANGE	TANF/CAL WORKS -HUMAN SERVICES AGENCY	HOUSING AUTHORITY	NATIVE AMERICAN PROGRAM
WIOA Title I Program Eligibility	Y												Y				
Outreach, Intake, Orientation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y
Initial Assessment	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y						Y
Labor Exchange, Job Search Assistance	Y	Y	Y	Y		Y	Y	Y	Y	Y		Y			Y	Y	Y
Referrals to One Stop Partners	Y	Y				Y		Y	Y	Y		Y			Y	Y	Y
Labor Market Information	Y	Y		Y			Y										
Performance and cost Information Training Providers on ETPL	Y						Y	Y									
Support Service Information	Y				Y	Y	Y	Y									
UI Information and Assistance	Y	Y				Y						Y	Y				
Financial Aid Information	Y		Y		Y			Y							Y		
Individualized Career Services																	
Comprehensive Assessment	Y	Y		Y			Y				Y						
Individual Employment Plan	Y	Y		Y		Y	Y	Y	Y	Y	Y						
Career Plan, Counseling	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y					Y	Y
Short Term Pre-Vocational Services	Y			Y			Y										
Internships, Work Experience	Y					Y											
Out of Area Job Search	Y	Y		Y			Y										
Financial Literacy	Y		Y		Y		Y			Y					Y		
English Language Acquisition			Y		Y		Y									Y	
Workforce Preparation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Follow Up Services	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Attachment B

		Partner/Program
Training Services		
Occupational Skills Training	Y	WIOA TITLE I, ADULT, DW, YOUTH
		WIOA TITLE III EDD-WAGNER PEYSER
		WIOA TITLE II ADULT EDUCATION & LITERACY
	Y	WIOA TITLE IV - VOCATIONAL REHABILITATION
		CAREER/TECHNICAL EDUCATION
		SENIOR COMMUNITY SERVICE EMPLOYMENT
		JOB CORPS
		MIGRANT SEASONAL FARMWORKERS
		EDD - VETERANS
	Y	YOUTHBUILD
		EDD - TRADE ADJUSTMENT ASSISTANCE ACT
		COMMUNITY ACTION
		EDD - UNEMPLOYMENT INSURANCE
		PROBATION SECOND CHANGE
	Y	TANF/CAL WORKS - HUMAN SERVICES AGENCY
		HOUSING AUTHORITY
	Y	NATIVE AMERICAN PROGRAM
On the Job Training	Y	
Programs that combine workplace training with related instruction (including cooperative education programs)	Y	
Skill upgrade and retraining		
Entrepreneurial Training	Y	
Apprenticeship and Pre-Apprenticeship skills training	Y	
Customized Training (as defined by WIOA)	Y	
Incumbent Worker Training	Y	
Pay for performance Training	Y	
Job readiness training	Y	

STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING*
[WIOA Sections 107(d)(12)(B)(i)]

ATTACHMENT D

San Joaquin County

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	San Joaquin County	Chuck Winn Chair, Board of Supervisors	44 N. San Joaquin Street, 6th Floor Stockton, CA 95202	(209)468-3113 (209)468-3694 mduzenski@sigov.org
Fiscal Agent	San Joaquin County	Leticia Rocha-Corona Administrative Services Manager	56 S. Lincoln Street Stockton, CA 95203	(209)468-3537 (209)462-9063 lrochaco@sjcworknet.org
Local Area Administrator	San Joaquin County	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	Rick Aguilera Deputy Director	56 S. Lincoln Street Stockton, CA 95203	(209)468-3668 (209)462-9063 RAguilera@sjcworknet.org

Signature: _____
Chief Elected Official
Date

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

* The San Joaquin Workforce Development Board met in January 2017. The public comment period for the Local Plan began on January 14, 2017 and ended on February 15, 2017. As per Workforce Services Directive WSD16-07, it is anticipated that the State Board will notify the SJCWDB of any plan deficiencies by May 15, 2017. Corrections to the Local Plan will be made expeditiously and submitted to the SJCWDB for signature in either May or June 2017 with final signature by the San Joaquin County Board of Supervisors (CEO) anticipated in June or July 2017. The signed plan will be submitted to the State Board on or before August 1, 2017.

Attachment D2

ATTACHMENT B

A-16-61
3/29/16

WORKFORCE DEVELOPMENT BOARD
CHIEF LOCAL ELECTED OFFICIAL
AGREEMENT

DATE:

PARTIES:

COUNTY: County of San Joaquin
44 North San Joaquin Street
Suite 627
Stockton, CA 95202

WDB: Workforce Development Board
of San Joaquin County
Workforce Investment Area

RECITALS:

This agreement is entered into under the Workforce Innovation and Opportunity Act (WIOA) of 2014, hereinafter referred to as the Act, which is primarily found in Public Law 113-128 as amended.

AGREEMENT:

THE PARTIES AGREE THAT:

The SAN JOAQUIN COUNTY WORKFORCE DEVELOPMENT BOARD shall be responsible for:

Providing policy recommendation to the County on matters pertaining to the provision of service under the Act.

DUTIES:

1. Develop and submit a 4-year local plan for the local area, consistent with WIOA sec. 108;
2. Develop and submit a regional plan in collaboration with other local areas.
3. Subject to the approval of the Board of Supervisors, the Workforce Development Board will select WorkNet Center operators, youth service providers, training providers, and career service providers;
4. Subject to the approval of the Board of Supervisors, the Workforce Development Board will develop a budget for the San Joaquin County Workforce Development System;
5. Provide Program Oversight;
6. Negotiate and reach agreement on local performance measures with the Board of Supervisors and the Governor;
7. Conduct workforce research and regional labor market analysis to include:
 - (1) Analyses and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services to address the identified education and skill needs of the workforce and the employment needs of employers;
 - (2) Assistance to the Governor in developing the statewide workforce and labor market information system under the Wagner-Peyser Act for the region;

- (3) Other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions
8. Convene local workforce development system stakeholders to assist in the development of the local plan under § 679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the Local Board and standing committees in carrying out convening, brokering, and leveraging functions at the direction of the Local Board.
 9. Employer Linkages-Coordinating workforce investment activities with economic development strategies;
 10. Ensuring the effective provision of convening, brokering and leveraging activities;
 11. In the development of Workforce Development Plans, the Workforce Development Board shall seek the involvement of local business, 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 under WIOA and develop linkages among service providers; and
 12. The Workforce Development Board shall provide periodic reports to the County at the direction of the County Administrator.

MEMBERSHIP:

13. The Workforce Development Board shall not change the numbers of its membership as set forth under the Workforce Innovation and Opportunity Act, without prior written notice to the County and two-thirds vote of the Workforce Development Board membership.
14. The members of the Workforce Development Board shall receive no remuneration for their services except that the County permits actual and necessary costs consistent with federal funding.
15. Workforce Development Board members will be considered County Officials for the purposes of the California Tort Claims Act.

ADMINISTRATIVE PROCEDURES:

16. The Workforce Development Board shall prepare Bylaws that are consistent with this Agreement. The Bylaws shall include the requirements of Public Law 113-128 as amended, pertaining to the membership, nomination of members, appointment of members, number of members, and terms of office. The Bylaws shall be submitted to the County once adopted.
17. In addition to the State and federal requirements for Workforce Development Boards, the WDB shall comply with the County's ordinances and administrative procedures.
18. 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 Development Board.

CONFLICT OF INTEREST:

19. No individual in a decision-making capacity, including WDB members shall engage in any activity, including participation in the selection, award, or administration of a subgrant or contract supported by WIOA funds if a conflict of interest, real or apparent, would be involved. Such 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. WDB members shall not participate in financial matters before the Workforce Development Board that pertain to organizations that they represent.

Neither membership on the Workforce Development Board, nor the receipt of WIOA 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:

20. The County shall act as the Grant Recipient in accordance with Section 107 of the Workforce Innovation and Opportunity Act;
21. 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;

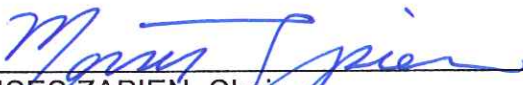
22. The County designates the Employment and Economic Development Department to act as the WIOA administrative entity and the local fiscal agent under Section 107 of the Workforce Innovation and Opportunity Act;
23. The Employment and Economic Development Department will act as staff to Workforce Development Board in accordance with Section 107 of the Workforce Innovation and Opportunity Act;
24. The County shall administer programs as described in the Workforce Development 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;
 - 24.1 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.
 - 24.2 Collection of program data necessary for management evaluation and the preparation of required and desired reports.
 - 24.3 Monitoring and evaluation of program operations, pursuant to the Act.
 - 24.4 Contracting with vendors and agencies for services described in the Workforce Development Plan.
 - 24.5 Determination and verification of participant eligibility as described in the Act.
 - 24.6 Procurement and maintenance of fixed assets and expendable supplies necessary for program operation.
 - 24.7 Selection and hiring of staff.
 - 24.8 Contracting for space for EEDD operations after mutual agreement on location.
 - 24.9 Other administrative duties and responsibilities as required by the Act of the Grant Recipient and Administrator.
 - 24.10 Recruitment and appointment of members to fill vacancies on the Workforce Development Board, in accordance with this Agreement, Workforce Development Board Bylaws, and the WIOA. Workforce Development Board vacancies will be filled within sixty (60) days of occurrence.

- 24.11 Appointment or reappointment of the WDB Chairperson by affirming, the Chairperson selected by the Workforce Development Board membership or appointing another private sector representative on the Workforce Development Board to serve as Chairperson.
25. Approval of County WIOA budget.
26. The County shall procure audits of funds as required under the Act and shall resolve any questions arising from said audits.
27. 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.
28. The Workforce Development Board and the County will maintain a consolidated office support and staff structure.
29. The Executive Director of EEDD shall be the managing officer of the WDB and shall direct the consolidated staff and office support of the Workforce Development Board.

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 
MOISES ZAPIEN, Chair
Board of Supervisors

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



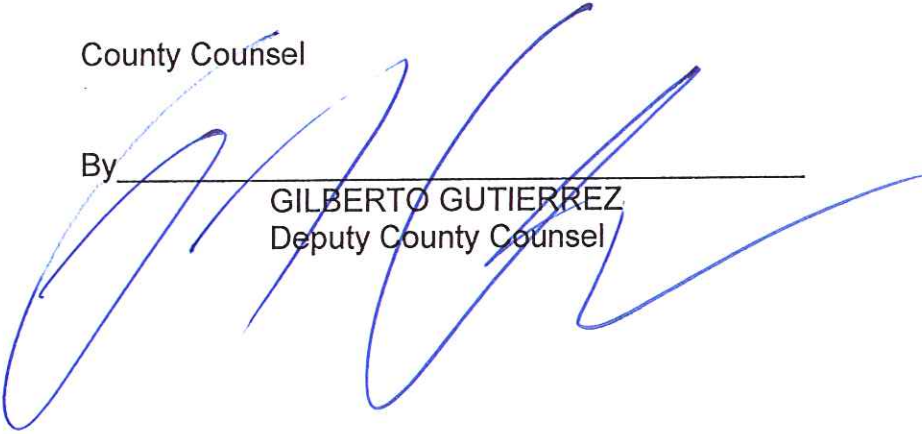
By 
Deputy Clerk

WORKFORCE DEVELOPMENT BOARD

By 
Title Chairperson

APPROVED AS TO FORM:

County Counsel

By 
GILBERTO GUTIERREZ
Deputy County Counsel

Local Workforce Development Board Bylaws

The Local Workforce Development Board is required to submit a copy of their Bylaws as an attachment to the local plan. Include the Bylaws under this cover page.

BYLAWS
WORKFORCE DEVELOPMENT BOARD
OF
SAN JOAQUIN COUNTY

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

RECITALS

- A. The State of California, pursuant to the Workforce Innovation and Opportunity Act (WIOA) of 2014, hereafter called the Act, has designated the County of San Joaquin as a Workforce Development Area (WDA) 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 to establish a Workforce Development Board, to be as follows:

1.00 NAME

The name of this body shall be the Workforce Development Board of San Joaquin County, hereafter referred to as the WDB.

2.00 PURPOSE AND FUNCTION

- 2.10 The purpose of the WDB shall be to: (1) Provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high-quality workforce development system in the local area and larger planning region; (2) Assist in the achievement of the State's strategic and operational vision and goals as outlined in the Unified State Plan; and (3) Maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of the services provided.
- 2.20 The WDB shall serve as the San Joaquin County business and industry contact point for the local employment and training system. The WDB will 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 ensuring programs are responsive to local employment needs.
- 2.30 The WDB shall provide direction on ways to increase private sector employment and training opportunities that align with regional labor market dynamics for persons under the Act.

(iii) are nominated by local business organizations and/business trade associations.

One Business Representative shall be appointed from each supervisorial district and the remainder shall be "at-large" appointments.

b. At least 20 percent of the members of the local board must be workforce representatives. These representatives:

- (i) must include two or more representatives of labor organizations who have been nominated by local labor federations;
- (ii) must include one or more representatives of a joint labor management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization; and
- (iii) are nominated by local business organizations and/business trade associations.
- (iv) may include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and
- (v) may include one or more representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

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.

Where labor representatives described above do not exist, representatives must be selected from other employee representatives.

c. Each local board shall include representatives of entities administering adult education and training activities in the local area, who:

- (i) shall include at least one representative of eligible providers administering adult education and literacy activities under WIOA title II; and
- (ii) shall include at least one representative of institutions of higher education providing workforce investment activities (including community colleges).

d. Each local board shall include representatives of governmental and economic and community development entities serving the local area, who:

be defined as determined by the WDB that the member has violated the WDB's Code of Conduct.

- b. Three (3) consecutive absences of a board member from regularly scheduled meetings of the WDB shall be deemed as a resignation of that board member. Individuals deemed to have resigned from as a WDB member under this section may appeal removal to the Executive Committee of the WDB who shall have discretion on whether to reinstate the individual as a WDB member.

4.00 OFFICERS

- 4.10 The presiding officer of the WDB shall have a two-year term of office beginning on July 1 and ending on June 30, two years later.
- 4.20 The WDB shall elect by a majority vote from its membership its Chairperson and Vice-Chairperson. Elections shall occur prior to July 1, biennially. The WDB Chairperson and Vice-Chairperson shall be business representatives, and may succeed themselves if so re-elected.
- 4.30 The San Joaquin County BOS must ratify the WDB's selection of a Chairperson. The Board of Supervisors shall either affirm the Chairperson selected by the WDB membership or appoint another business representative on the WDB to serve as Chairperson. The BOS has the final authority to appoint or re-appoint the WDB Chairperson.
- 4.40 The Chairperson and Executive Director WDB/Employment and Economic Development Department (EEDD) shall have the responsibility of preparing the agenda for WDB meetings and the management of business of the WDB.
- 4.50 In absence of the WDB Chairperson, the elected Vice-Chairperson shall serve as the presiding officer. In the absence of both the Chairperson and Vice-Chairperson, the WDB 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 business representative.

5.00 MEETINGS AND QUORUMS

- 5.10 The WDB shall meet not less than four (4) times annually on a calendar quarterly basis.
- 5.20 The WDB Chairperson, or a majority of the WDB, or the Executive Director of the EEDD may call special meetings of the WDB.
- 5.30 All meetings of the WDB 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 WDB. Authorized WDB 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

- c. Other staff support to the WDB 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 WDB/EEDD, professional, clerical, and technical staff support for the WDB and its committees.

8.00 CONFLICT OF INTEREST

- 8.10 No member of the WDB may receive any of his/her income from funds available under the Act.
- 8.20 No WDB member shall engage in any activity, including participation in the selection, award, or administration of a subgrant or contract supported by WIOA 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. WDB members shall not participate in financial matters before the WDB that pertain to organizations that they represent.

A WDB 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 WDB, nor the receipt of WIOA funds to provide training and related services shall be construed, by themselves, to violate the provisions of this section. Members of the WDB may vote on the Workforce Development Plan.

- 8.30 WDB 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 WDB 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 WDB membership, at any regular meeting of the WDB, provided however, that the amendments proposed have 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 WDB membership no less than ten (10) working days prior to their consideration by the WDB.

10.00 EFFECT

- 10.10 These Bylaws shall become effective upon initial adoption by a majority vote of the WDB, and shall remain in effect, as amended per section 9.00 above, until dissolution of WDB.

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES*

This local plan represents the San Joaquin County's Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act*.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Daniel J. Schroeder

Charles Winn

Name

Name

Chairman

Chairman

Title

Title

Date

Date

* The San Joaquin Workforce Development Board met in January 2017. The public comment period for the Local Plan input began on January 14, 2017 and ended on February 15, 2017. As per Workforce Services Directive WSD16-07, it is anticipated that the State Board will notify the SJCWDB of any plan deficiencies by May 15, 2017. Corrections to the Local Plan will be made expeditiously and submitted to the SJCWDB for signature in either May or June 2017 with final signature by the San Joaquin County Board of Supervisors (CEO) anticipated in June or July 2017. The signed plan will be submitted to the State Board before August 1, 2017.

Local Board Record of Comments*

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section: ALL	Comment: The Local Board did not consider input/impact on the narrative in the local plan as there were no comments submitted during the 30-day public comment period that disagreed with the local plan.
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:

*This form shall be completed after the 30-day comment period has ended.



Michael Rossi, Chair ▪ Tim Rainey, Executive Director ▪ Edmund G. Brown, Jr., Governor

May 1, 2017

Mr. John M. Solis, Executive Director
San Joaquin County Worknet
56 South Lincoln Street
Stockton, CA 95203

Dear Mr. Solis,

Congratulations! Your Local Plan has been conditionally approved, pending re-submission of plan sections requiring additional information.

As you are aware, the State Board encouraged local boards to facilitate a planning process that supported the Governor's vision of an effective workforce system. These plans demonstrate that local WDBs are involved in developing solutions to workforce challenges in communities across the State, and a dedication to regional organization set forth in the WIOA State Plan.

While your plan has been conditionally approved, the State Board, along with the WIOA core partners, have identified sections of each local plan that require additional information or clarification/examples of the work. As this is a conditional approval letter, we would like to provide the opportunity to receive guidance on improving these areas of deficiencies.

The State Board will be sending out a more detailed list of the sections of your local plan for which we will require additional information in the next two weeks. These sections will align with the Local Plan Scoring Rubric, which was provided in the [WIOA Local and Regional Planning Guidance for PY 2017-2020](#). You will have until June 15, 2017 to revise and resubmit the required sections.

We look forward to working with you and providing any assistance that we can to help you reach your program goals. If you have any questions you may contact Carlos Bravo at (916) 651-6392
Carlos.Bravo@cwdb.ca.gov

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Rainey'.

Tim Rainey, Executive Director

Cc: Daniel Schroeder, *Chair, San Joaquin County Worknet*
Andre Schoorl, *Undersecretary, California Labor and Workforce Development Agency*
Dennis Petrie, *Deputy Director, Workforce Services Division, EDD*
Jaime Gutierrez, *Chief, Workforce Services Division, EDD*

800 Capitol Mall, Suite 1022, Sacramento, CA 95814 ▪ Phone: (916)657-1440 ▪ www.cwdb.ca.gov

Michael Rossi, Chair ▪ Tim Rainey, Executive Director ▪ Edmund G. Brown, Jr., Governor

May 23, 2017

Mr. John M. Solis, Executive Director
San Joaquin County Worknet
56 South Lincoln Street
Stockton, CA 95203

Dear Mr. Solis,

As referenced in our conditional letter approval May 1st, the State Board, along with the WIOA core partners, have identified the following sections of your local plan that require additional information or clarification/examples of the work:

- E (ix) – Receipt of description for plans to address ELL services to limited English proficient individuals
- J (i) – Description of the public comment period and the process for core partners and the public to contribute
- CLEO signature

These sections align with the Local Plan Scoring Rubric, which was provided in the [WIOA Local and Regional Planning Guidance for PY 2017-2020](#). You will have until July 1, 2017 to revise and resubmit the required sections.

We look forward to working with you and providing any assistance that we can to help you reach your program goals. If you have any questions, please contact Carlos Bravo at (916) 651-6392 / carlos.bravo@cwdb.ca.gov.

A hard copy of this letter will be sent to you this week.

Sincerely,



Tim Rainey, Executive Director

Cc: Andre Schoorl, *Undersecretary, California Labor and Workforce Development Agency*
Dennis Petrie, *Deputy Director, Workforce Services Division, EDD*
Jaime Gutierrez, *Chief, Workforce Services Division, EDD*

800 Capitol Mall, Suite 1022, Sacramento, CA 95814 ▪ Phone: (916)657-1440 ▪ www.cwdb.ca.gov

JOHN M. SOLIS
Executive Director



BOARD OF
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C O U N T Y O F S A N J O A Q U I N
EMPLOYMENT AND ECONOMIC DEVELOPMENT DEPARTMENT
WINNER OF NATIONAL ALLIANCE OF BUSINESS DISTINGUISHED SERVICE AWARD

June 19, 2017

Mr. Tim Rainey, Executive Director
California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

Dear Tim Rainey:

RE: ADDITIONAL INFORMATION/CLARIFICATION FOR LOCAL PLAN

As requested in the letter dated May 23, 2017, below you will find additional information and/or clarification regarding the areas identified after the State Board's review of the Local Plan for San Joaquin County.

E (ix) - Receipt of description for plans to address ELL services to limited English proficient individual.

The San Joaquin County Workforce Development Board (SJCWDB), through the WorkNet/America's Job Centers of California (AJCC) and its strategic partners have developed a comprehensive service delivery system to support the English Language Learner (ELL) population throughout the County. This includes providing employment and training services to increase basic skill levels, increase employment and training opportunities, and facilitate the transition into permanent employment with self-sufficient wages and benefits. The strategic objective is to deliver the services that will eliminate barriers to education and training to enable the target population to obtain the basic skill levels, skill sets, and certifications that will allow ELLs to transition into employment and career opportunities that will provide quality jobs in demand occupations. Participants will receive a wide range of services including initial assessment to establish base line information, career information, access to vocational training or On-the-Job Training (OJT) contracts for those who are eligible, and direct job referrals, as appropriate (see Local Plan - Section 1.ii). In addition, AJCC staff will make referrals to partner agencies for other necessary services that will eliminate barriers to employment and training and increase their employability.

Limited English speaking participants will be referred to work experience worksites with agencies that serve the limited English speaking population, not only to acquire recent work history, develop work maturity and job specific skills, but also to expand the service delivery and

increase the level of services provided to the San Joaquin County residents by these public and non-profit organizations. AJCC participants will also be able to access available services and resources that will eliminate barriers to employment and expose them to nurturing bilingual role models and mentors that will facilitate their acquisition of English language skills.

Along with work experience, OJTs are developed for ELLs. It is a strategic objective of the SJCWDB to identify businesses who have bilingual staff and supervisors to enable the hiring of limited English speaking participants that have strong skill sets required. As AJCC business representatives work with employers, they make connections with participants who are ready to enter the world of work and are able to provide employment opportunities to limited English speaking participants. Recent OJTs have been written with businesses for a fiscal/office position (native language is Russian) as well as production positions (native language is Spanish) in a commercial laundry.

A significant part of the service delivery to ELLs that come to an AJCC is to provide a welcoming atmosphere where individuals feel comfortable exploring employment options. The orientations cover an array of services that are available to each individual. These orientations include bilingual sessions to encourage a better understanding of the opportunities available at the centers.

With a strategy of co-enrollments and the programming that addresses the needs of the targeted population, San Joaquin County WorkNet/AJCCs and its strategic partners are fully equipped to assist the ELLs with bilingual staff (in the centers) that can address the needs of the limited English population.

English as a Second Language (ESL) training is available through a range of providers and programs. The California Human Development (CHD) is the local Workforce Innovation and Opportunity Act (WIOA) Section 167 grantee and the managing agency in the Lodi WorkNet AJCC. CHD and their co-located partners play a significant role in delivering English skills training through the National Farmworker Jobs Program to individuals referred by the AJCC. CHD is the lead partner agency in the AJCCs in San Joaquin County that provides Vocational English as a Second Language (VESL) instruction in training activities offered to participants. The AJCCs in San Joaquin County have strong linkages with CHD and the critical organizations that deliver services to the limited English speaking population in San Joaquin County including, but not limited to community service organization such as: Lao- Khmu, Council for the Spanish Speaking, Community Partnership for Families, Little Manila Foundation, League of United Latin American Citizens, Catholic Charities, and school districts. The SJCWDB and its AJCCs have established referral processes and service agreements with these organizations.

By far, the region's largest provider of ESL training is public education, with the Adult Education and the Community College systems at the forefront. A referral process is in place with San Joaquin Delta College (see also Local Plan Section 3.i) and the Adult Schools in Stockton, Tracy, Lodi, and Manteca. The Adult Schools have a variety of adult education programs including ESL, General Education Development (GED) and basic skills training aimed at serving the immigrant population. The SJCWDB meets regularly with our educational partners to continue the alignment of all the programs to become more responsive to the limited English population. It will continue to further develop a student cross-tracking process with the Adult Schools to better monitor our progress. The SJCWDB shall monitor the referral process between our Adult Schools and the AJCCs in San Joaquin County to ensure compliance with established goals and

performance objectives.

The SJCWDB and the AJCCs in San Joaquin County are engaged Steering Committee members of the Delta Sierra Regional Alliance (DSRA). The DSRA supports the educational and economic success of adult learners in San Joaquin County and brings together education, civic and business leaders from Lodi, Manteca, Stockton, Tracy and the broader San Joaquin Delta Community College District Service area. The SJCWDB has a history of collaboration and innovation, as stated in the DSRA's AB 86 Consortium Regional Comprehensive Plans submitted by the Adult Schools in San Joaquin County.

The SJCWDB and the San Joaquin County Adult Schools will meet on a quarterly basis to facilitate the alignment, increasing collaboration and the coordination of available services and program activities between partner agencies. These meetings will be hosted by each of the Adult Schools for the purpose of showcasing their respective best practices and their respective delivery system for our customers, including our limited English population and those who are basic skills deficient.

The SJCWDB will host an annual meeting to evaluate the service delivery system, focusing on the progress of our alignment between our educational partners and the required AJCC partners. There will also be a focus on strategic objectives, and a review of protocols and processes to continue to enhance our service delivery system.

The Director of the Stockton Adult School will be seated on the SJCWDB as part of the restructuring of the Board, strengthening the educational alignment between the Community College, the County Office of Education and all the Adult Schools. With all three strategic partners on the SJCWDB, the alignment between the educational partners and the other regional partners will increase the collaboration and coordination of a comprehensive multi-agency service delivery system.

The SJCWDB has been an engaged partner in the development of San Joaquin County's Adult Education Strategic Plan, working closely with San Joaquin Delta College and the Adult Schools. In an effort to align educational strategic course work, and connect with the targeted industry sectors, San Joaquin Delta College has designated the SJCWDB, in partnership with the other educational partners, to be the catalyst and the convener of industry sector forums with our targeted businesses and industry sector strategies, holding ongoing conversation to strengthen our partnerships within these priority industry sectors. There is an ongoing channel of communication that will lead to the identification of emerging skills sets, new classifications, and the need for new curriculum, course work, and certification programs that are more responsive to the need of our targeted industries and facilitate the development of a workforce that includes our ELLs.

The SJCWDB has reviewed the WIOA Title II: Adult Education and Family Literacy Act (AEFLA) applications to ensure the service delivery system is responsive to the needs of this target population, and aligned with the AJCC's processes, protocols and program activities (see Local Plan – Section 5. ii and viii).

It is the goal of the SJCWDB to also be aligned at the regional level with our partners in the Regional Planning Unit (RPU); working with each of the Local Workforce Development Areas (LWDA) to share best practices and improve the capacity and capability of the workforce service delivery system to build the English skills of those with limited English proficiency. To this end,

San Joaquin County workforce and education leadership will join the regional workgroup, forming a collaborative made up of the strategic partners in each LWDA in the RPU to develop strategies around the following challenges and issues:

- Communicating to the participant the value of English language skills acquisition in terms of employment opportunities;
- Making services accessible to the participant in terms of convenience of locations, flexible hours and instructional methods;
- Broadcasting the availability of programs and services;
- Linking language skills to work requirements; and
- Offering various on-ramps to beginning, intermediate, and advanced English skills training.

The SJCWDB and its required partners are committed to the development of a highly trained staff that is bilingual in the language of our English learners and will develop strong partnership with community based organizations that serve our limited English population including: faith based organizations, the Council for the Spanish Speaking, Lao-Khmu, and Catholic Charites, to name a few.

In order to increase awareness of all WIOA programs and services, bilingual staff will provide assistance in the languages of our customers including, but not limited to the following: Spanish, Thai, Laotian, Cambodian, and Tagalog. As appropriate, translation services have been contracted with NorCal to provide services to participants who are hearing and/or visually impaired. If necessary, the AJCC has contracted with Language World to provide interpreting service in over 80 languages and dialects including sign language. These services will be made available to youth and adult participants, including people with disabilities.

The SJCWDB and strategic partners including the Adult Schools and the Community College will engage in outreach efforts using a variety of media materials, including social media to promote the availability of services through the AJCC system in San Joaquin County.

J (i) - Description of the public comment period and the process for core partners and the public to contribute.

In the San Joaquin County Workforce Development Area, the development of the WIOA Local Workforce Development Plan consisted of three (3) phases:

I. An Aggressive Public Relations Campaign

- A. Built an awareness of the effort the Workforce Development Board was about to embark upon, and the development of a Local WIOA Workforce Development Strategic and Operational Plan based on input from all the stakeholders in the community.
- B. An aggressive multi-media outreach effort to inform all the possible stakeholders in the community who may deliver services and receive benefit from the One-Stop Service Deliver System, including the following:
 - 1. The leadership in the community, including elected officials, and chief executive officers of community service organizations;

2. The business community;
3. Job seekers;
4. In-School and Out-of-School youth;
5. The community in general that is impacted by the delivery of services; and
6. Current and past recipients of AJCC services.

II. Engagement in Public Forums and Meetings

A. Engagement was conducted to solicit input from stakeholders through:

- Public Workshops
- Presentations
- Meetings with Core Partners
- Stakeholder Tele-communications
- Direct Requests for information from required partners
- Special Forums
- WDB Retreat
- Consultant Services
- Individual Meetings with Partner Agencies

B. In preparation for the development of the local and regional plans, stakeholder sessions were facilitated by Mr. John Chamberlin, Workforce Development Consultant, on November 4, 2016 and December 14, 2016, with input solicited from core partners and the public. The sessions solicited a variety of pertinent information included, but not limited to information regarding: access to quality jobs for non-English speakers, shifting demographics, access to digital literacy and identifying access to quality training for in-demand occupations. The sessions also questioned what needed to change locally to provide meaningful access. The invitation to stakeholders described the forum on Career Pathways to Success with specific emphasis on pre-apprentice, apprentice, and “Earn and Learn” program models.

C. A special session was convened by the Superintendent of San Joaquin County Schools, James Mousalimas with all local educational partners, consultant John Chamberlin, and administrative staff to the SJCWDB. The key representatives that attended and provided input included, but were not limited to the following representatives:

- Superintendent/President San Joaquin Delta College, Dr. Kathy Hart
- Director of the Stockton Adult Schools, Carol Hirata
- Superintendent of County Office of Education, James Mousalimas (host)
- Director of Career & Technical Education, Chris Kleinert
- Workforce Development Consultant, John Chamberlin

The educational partners provided a comprehensive overview of San Joaquin County’s strategic plan for the delivery of Adult and Basic Education focusing on Adult Basic Education, GED Preparation Services and training to ELLs, Career Pathways, Road Map, and a comprehensive overview of the service delivery including the Educational Agency’s engagement and referral process to the One-Stop Service Delivery System.

D. Several Stakeholder Forums were held with the public and required partners. The

invitations for these forums conveyed the importance of the need to solicit input from the community, labor, businesses, and education in order to prepare and fulfill the expectation of business needs, now and in the future.

- E. The SJCWDB held a special retreat focused on the WIOA and the development of the Local Plan and Regional Plan. The sessions were facilitated by Workforce Development Consultant, John Chamberlin and California Workforce Association CEO, Bob Lanter. The information shared with SJCWDB members and invited strategic and required core partners in attendance included a timeframe for the development of the plans, the relationship between the local and regional plans, and included a description of the public comment period for both plans.

Also discussed was the local SJCWDB priorities to ensure that San Joaquin County is working toward reaching the overarching goal of producing a million “middle-skill” industry-valued and recognized post-secondary credentials between 2017 and 2027. All SJCWDB meetings were open to the public.

The local plan process, timelines, and opportunity for public input was shared with members and the public during the SJCWDB meetings held preceding the public comment period.

- F. Progress reports were provided to the San Joaquin County Board of Supervisors (SJCBO), the SJCWDB, and at partnership meetings. Several of the strategic stakeholder sessions were scheduled immediately following the meetings with community partnership and service providers, thus maximizing public and stakeholder attendance and input.
- G. Memorandums and/or letters were sent to key stakeholders to build an awareness of plan development and the solicitation for input.

III. Aggressive Effort to Inform Critical Stakeholders of Public Comment Period

The Draft Local Plan was provided to: Chief Elected Officials, strategic and required partners and recipients of services. Copies were released to all stakeholders in the following manner:

- A. Notification via mail and e-mail, not only providing an electronic copy of the Local and Regional Plans to the SJCBO, the SJCWDB, Economic Development Association, San Joaquin Delta College, County Office of Education and strategic partners, but also providing a link to the Local and Regional Plans online to ensure recipient would be able to access the plan electronically.
- B. The SJCWDB 2017-2020 WIOA Local Plan was posted online at the following address: www.sjcnetwork.org for the required public comment period.
- C. Hard copies were available to the public at all San Joaquin County WorkNet/AJCC locations:
 - o Stockton WorkNet Center, 56 S. Lincoln Street, Stockton, CA 95203

- Manteca WorkNet Center, 302 Northgate Drive, Manteca, CA 95336
- Tracy WorkNet Center, 543 West Grant Line Road, Tracy, CA 95376
- Lodi CHD WorkNet Center, 631 East Oak Street, Lodi, CA 95240
- Delta College WorkNet Center, 5151 Pacific Avenue, Stockton, CA 95207

The locations above have physical and programmatic accessibility for individuals with disabilities.

- D. Presentations were made to key stakeholder organizations (direct email notification)
- E. Released to Partner Agencies (direct email notification)
- F. Released to Required Partners (direct email notification)
- G. Social Media and print media was utilized to solicit input for the Local Plan in the regional newspapers with major circulation - The Record
- H. There was participation in stakeholder meetings to promote the review of the Local Plan during the public 30-day review period.
- I. The public notice stated that public comments could be submitted via the following:
 - Mailed to 56 S. Lincoln Street, Stockton, CA 95203, Attn: Alfredo Mendoza;
 - By calling (209) 486-3500; or
 - Delivered to staff at the above address.

All public stakeholder meetings were held in facilities with physical and programmatic accessibility for individuals with disabilities.


CLEO signature

Workforce Services Directive (WSD) 16-07 states that the local and regional plans are due with the Chief Local Elected Official (CLEO) signatures by August 1, 2017, however the letter received on May 30, 2017 requests the CLEO signature on the Local Plan by July 1, 2017.

The State notification dated May 23, 2017, from Tim Rainey, requiring a submission of the fully executed Local Plan with Chief Local Elected Official signatures by July 1, 2017, was received too late for the LWDA to complete the process to submit the agenda item and secure SJCBOB approval and signatures and meet the new deadline. The next available meeting date for the SJCWDB is June 28, 2017. The information above will be added to the WIOA Local Plan scheduled for review by the SJCWDB on June 28, 2017 and will be agendaized for SJCBOB approval at the next available meeting of July 11, 2017, (after the July 1st deadline as requested in your letter). A preliminary copy of the revised WIOA Local Plan will be forwarded by the July 1, 2017 deadline following the approval by the SJCWDB. However, the final version of the fully executed plan with the Chief Local Elected Official signature will be forwarded immediately following the Board of Supervisor's approval in July 2017.

I would like to thank you for the review of our Local Plan and the support from your staff to help us reach our program goals.

Sincerely,



JOHN M. SOLIS
EXECUTIVE DIRECTOR

Enclosure

c: Contracts Management Division