

2017

Workforce Development Board
of San Joaquin County

LOCAL PLAN



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, 2020. 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 shall include 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 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 San Joaquin County Workforce Development Board (SJWDB) as the Local Board, shall be the catalyst for bringing together the resources of its community, working together with its strategic partners to leverage these resources and create a comprehensive service delivery system more responsive to the needs of its priority and targeted industry sectors and those individuals looking for work. It will prioritize the available employment and training resources to create a Workforce Development System that will prepare a skilled labor force that support the development and expansion of the targeted industry sectors.

1. Through local and regional studies, the WDB will determine the skill gaps, gaps in training activities, and the critical demand for labor, now and in the future.
2. Working in partnership with 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 those job seekers to meet the needs of local targeted growth and emerging industries.
3. Working in partnership with Industry Sector leaders, stakeholders, and strategic partners, the WDB will engage these targeted businesses 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 industries and partners in education, the WDB will develop, earn and learn activities combined with On-the-Job Training and classroom training to facilitate the development of a skilled labor force (including Incumbent Worker Training).
5. Working with, both, required and strategic partners, the WDB will convene and support advocacy groups like the Chamber of Commerce and other business Associations that will support changes in policies and find legislative solutions to eliminate barriers that impede business growth and development.
6. Working in partnership with strategic partners, the WDB will maintain an ongoing communication with the targeted industries, monitor their growth and success, and address their needs for services and critical resources.
7. Working in partnership with strategic partners and business service providers, the WDB will look for opportunities to expand the delivery of services and the access to available business resources and services that support growth and development.
8. The WDB will work with its required and strategic partners and local service providers 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 WDB will be an engaged Regional Partner, working in partnership with the Central California Workforce Collaborative (CCWC), the California Partnership for the San Joaquin Valley, and their associates to facilitate the development of a Regional Local Workforce Development System responsive to the local and regional targeted industries. It will work in partnership with its regional partners to secure competitive grant funding that will further support Local and Regional Economic and Workforce Development.

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.

The seven (7) targeted industry sectors and clusters for the region and the local area are:

1. Transportation/Logistics (Tier I)
2. Healthcare/ Health and Wellness (Tier I)
3. Agriculture/Agribusiness
4. Advanced Manufacturing (Tier I)
5. Energy/Green Industry
6. Water Technology
7. 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 California Partnership for the San Joaquin Valley (CPSJV) and later adopted by the WDBs in the CCWC. By focusing resources and training investments on these regional growth industry sectors and clusters (Tier I), the SJCWDB has aligned its local efforts with the Governor's vision to meet the workforce needs of high demand industry sectors of the regional and local economies.

The California Department of Transportation's analysis provides an economic forecast for San Joaquin County and reinforces the growing need to continue providing 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 Board's mission is to implement the WIOA 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.

To this end, the SJCWDB will initiate conversations with each of the targeted industries in the Region to identify the critical needs of each targeted industry as it relates to:

1. Their need for a qualified and productive labor force
2. Identification of the skill sets and training activities required for a productive workforce
3. Elimination of barriers that impede business growth and development
4. The delivery of needed and required services and program to support business growth and development
5. Advocacy and the need for legislation to open new marketing and provide incentives and tax credits that promote business development
6. Goals

The SJCWDB's goals include developing strong working relationships with the local educational partners including San Joaquin Delta College (local community college), local colleges and universities, local school districts, as well as the 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.

The SJCWDB's goals include working closely with the educational partners to identify the leadership of the local targeted industry sectors to establish business groups that continue the development and partnership activities with members of each of the priority industry sectors. The SJCWDB is the catalyst for bringing together partner agencies, specifically the Economic Development Center, the Economic Development Agencies in each municipality, Chambers of Commerce, 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.

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>

In order to adequately prepare an educated and skilled workforce, strong partnerships, collaboration and coordination between the regional partners and the Industry Sector Leaders is critical to the development and support of a highly effective local and regional workforce development service delivery system.

Strategy

The SJCWDB's strategy includes taking inventory of resources, services, and programs available to support the development and growth of the local targeted industry sectors through an effective Business Retention and Expansion Program. The SJCWDB will have on-going engagement with the target industry sectors to monitor and support their growth and development to include discussions about hiring individuals with disabilities. The strategy is for priority sectors in San Joaquin County to be aligned with priority sectors in other Workforce Development Areas in the San Joaquin Valley and with occupational data derived from the State of California's Labor Market Information Division (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, thus providing individuals with a greater opportunity of success while, simultaneously, addressing the needs of the local businesses.

Through Business Team San Joaquin (BTSJ), the SJCWDB's strategy also includes expanding the service delivery, 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.

With WIOA funding, the SJCWDB will make employment and training services and resources available to these targeted industry sectors. Through the local American 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 the partner agencies in the community that traditionally serve these target groups.

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.

The WDB shall conduct an asset mapping assessment to take inventory of the available 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 shall be the forum that will facilitate the development of staff capacity and the cross training of staff. Meetings shall 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

⁴ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/SanJoaquinValley-REAP2015.pdf>
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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.
- All partners will participate and attend 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.

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

Although Job Corps is the only partner not represented on the SJCWDB, the local service provider is co-located within the Comprehensive 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 Workforce Development Board (WDB) will prioritize the available resources to support the targeted growth and priority industries in the local workforce development areas and the region, working in partnership with strategic partners, including educational institutions, business associations, like the Chambers of Commerce and, State and Federal Agencies. It will convene business forums to initiate conversations with each of the targeted industry sectors to identify and understand the critical needs of each of these industry sectors in the local area.

The objective will be to continue holding these conversations that will develop strong partnerships with Industry Sector leaders that would lead to addressing the following needs of these industry sectors:

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

The SJCWDB will identify the priority industry sector businesses in each municipality (by priority industry sector), to continue an ongoing communication with each targeted industry sector. Municipalities will identify any additional target business they would want the WDB to include. The Board will use the Business Retention and Expansion Programs (BREP) annual visits to monitor the well-being of these targeted industries, using performance indicators including but, not limited to, the following:

- Employment Expansion Activities/downsizing;
- Capital investment;
- Increased tax revenue;
- Increased sales; and
- Exportation of goods and services.

As industry sectors strategies are developed for each of the targeted and primary industries, San Joaquin County will experience increased collaboration and better coordination of the delivery of resources, serviced, and program activities that will lead to business expansion and job creation. Stronger advocacy will lead to legislative solutions, including providing incentives and making available tax credits that promote business growth and development.

On-going conversations with each of the industry sectors will foster greater collaboration and coordination between strategic partners and service providers in the local communities. Sector strategies will increase business engagement and participation in the Workforce Development service delivery system. Business engagement will include, but will not be limited to, the following:

- Advisory Boards intended to facilitate the development of business services and service delivery;
- Participation as engaged partners in on-going conversations to identify critical issues and address concerns impacting the growth and development of local targeted industries;
- Participation in collaborative efforts to support the development of a workforce development system more responsive to the needs of each industry;
- Participation in on-going assessment of needs of each industry sector that will lead to stronger advocacy; and
- The development of training programs that include new skill sets and requirements of the respective industry.

2. Career Pathways (including regional)

The Local Board will continue to support career pathways by working with the adult schools, local community college and the local County Office of Education (COE) to make certain there is progressive skills development through 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 by also receiving assistance from local regional partnerships between industry and labor, training and education providers. Local career pathways will be customer-centered, demand-driven to proactively adapt to the dynamically changing needs of job seekers and employers. AJCC staff will use developed programs that realign curriculum, provide alternative delivery methods, as well as, flexibility for job seekers to gain skills and advance in the labor market more quickly to address employer and job seeker needs. AJCC staff will increase the number of job seekers attaining certificates and credentials using flexible schedules driven by industry needs and program designs and providing job seekers support to increase access, persistence and success.

3. Organizing regionally

The organizing at the Regional shall be accomplished primarily through established regional meetings with all local Workforce Development Boards (LWDB) in counties located in the Central San Joaquin Valley from the tip of Los Angeles County to the south, to the edge of Sacramento County to the North from Kern to San Joaquin County.

For the last three decades, all eight Workforce Development Boards have been meeting as a regional collaborative. The Central California Workforce Collaborative (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 and National grant applications. The CCWC has been the recipient of several National Emergency Grants 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 California Partnership for the San Joaquin Valley. The CCWC has a seat on the Board of Directors of the California Partnership for the San Joaquin Valley. The Central Valley LWDA's, including San Joaquin County, have shared strong collaboration that has led to the development of a common assessment strategy that includes a Regional WorkKeys Certification in the Central Valley with every LWDA participating. For three decades all eight (8) LWDA's, including San Joaquin County 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.

In partnership with the other seven (7) Workforce Development Boards in the Central Valley Region, San Joaquin County will continue to be a part of the CCWC to continue the strong collaboration and coordination that will support the development of a regional workforce development system more responsive to the stakeholders in the Central Valley. The San Joaquin WDB 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 regular basis;
- Participation in CCWC conference calls to discuss critical Local State and Regional issues that impact the local workforce development system, 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 services and sector strategies in the Region;
- 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 procurement of goods and services to eliminate duplication of effort, increase cost effectiveness, and support the development of both the Local and Regional Workforce Development System;
- Agree to prioritize the delivery of services in support of the targeted and priority industry sectors in the Central Valley; and

- Participate in regional training activities that promote workforce development in the Central Valley Region.

This group of Local Boards meet regularly and carry a regional agenda to discuss regional strategies, protocols and promote regional collaboration to maximize effectiveness and efficiencies. Examples of this organizing may be found when necessary to include several counties in regional grant efforts and working with numerous employers that cross over county lines (i.e., Gallo, Fosters Farms, Amazon).

San Joaquin County will continue to be an engaged and committed partner and member of the CCWC. It will be a party to the Memorandum of Understanding for the CCWA and agree to the terms and conditions set forth and agreed upon by all the Central Valley LWDA's.

4. Earn and Learn

The San Joaquin County Workforce Development Board (WDB) will provide business services to engage employers in order to develop "earn and learn" partnerships designed to assist individuals with barriers to employment to gain employment by providing them with labor market relevant skills, work experience and income through paid work experience, externships, unsubsidized employment for youth, in partnership with Chambers of Commerce, Business Associations and local businesses, and on-the-job training. Programs will be customized to serve participants on the basis of their level of skills and their particular educational or training needs.

The WDB convenes quarterly Apprenticeship Committee meetings with members of local and regional labor organizations to better prepare participants to enter apprenticeships, pre-apprenticeships and non-traditional apprenticeships programs. In addition, San Joaquin County WDB continues to participate in a regional pre-apprenticeship training with the building trades. Other partnerships will include working with:

- The San Joaquin Human Services Agency to coordinate and articulate subsidized employment programs with "Regional Sector Pathway" efforts.
- The Department of Rehabilitation staff to help place individuals with intellectual and developmental disabilities into competitive integrated employment.
- The Employment Training Panel to leverage state incumbent work training programs that lead to promotion of incumbent workers and the consequent opening-up of entry level positions.
- The Career Technical Education Partners group. Representatives from workforce development, education and community college workforce programs meet 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 provides supportive services to WorkNet Center customers enrolled in employment and training activities subsidized by WIOA to eliminate barriers to their completion of training, employment opportunities and successful completion of activities 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 and necessary for a job.

Since the SJCWDB in San Joaquin County delivers services to individuals participating in other employment and training programs, like CalWORKs/TANF and AB 109, the LWDB will coordinate the delivery of services to these co-enrolled customers with the respective programs. It will only subsidize supportive services that are not subsidized or not allowable under the non- WIOA programs. For customers co-enrolled in WIOA, case management staff will use other sources of funds, including the other programs like AB 109 and CalWORKs first before expending WIOA funds.

6. Building Cross System Data Capacity

The SJCWDB is in an on-going process of developing a successful 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 for information/reports that needs to be reported to the State and developed reports that can be utilized between agencies. AJCC staff have developed a referral form among all partners that will be utilized 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.

7. Integrating Services and Braiding Resources

This SJCWDB has a history of integrating services and braiding resources and works directly with the State of California's Employment Development Department (EDD) staff who are co-located in the AJCC. The AJCC staff attend workshops for the unemployment insurance customers and provide information regarding services and/or training. The AJCC staff also work with Veteran staff to ensure that veterans are aware of all available services. AJCC staff utilize the Senior Employment staff in the AJCC to assist the job seekers. AJCC staff have weekly staff meetings and invite EDD staff to attend. AJCC staff also have a One-Stop Center presence with the local Migrant Seasonal Farmworker (MSFW) WIOA 167 grantee - California Human Development. AJCC staff attend workshops for the MSFW's and provide information regarding all AJCC services. Vocational Rehabilitation has a Representative that is available for referrals and she keeps staff abreast of current information research, rehabilitation and professional resources. AJCC staff have a one-stop center at San Joaquin Delta Community College (local community college) and have secured a memorandum of understanding 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 the local healthcare industry sector. AJCC staff provide supportive services to eligible enrollees to eliminate critical barriers to training and success in the program.

The SJCWDB works with all of the agencies identified above to leverage resources to make certain the customer receives all services needed for a smooth transition into training and/or employment by continuously training and retraining staff and partner staff to deliver superior customer service.

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 WorkNet system 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 in the workforce system. This includes veterans, the disabled, recently released individuals, migrant and seasonal farmworkers, dislocated workers, public assistance recipients, and others with barriers to employment.

Each of the five WorkNet centers employ fully-trained and competent workforce professionals who ensure job-seekers, regardless of their specific situation, have universal access to the full array of services available within the AJCCs or through referral to a partner agency or other community resource that have agreed to abide by all federal mandates, laws and regulations.

To enhance the WorkNet service delivery system, the WDB has actively pursued opportunities to increase service to target populations. The five local centers 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 WDB, through the EEDD, is seated on the San Joaquin County's AB109 Corrections Partnership Commission 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 one-stop where this population can conveniently access services through Probation, Behavioral Health, the Human Services Agency, County Office of Education and EEDD.

Through EEDD, participants have access to services similar to those offered through the WIOA-funded WorkNet Centers including: job search workshops, a dedicated 10 station computer lab, job counseling, classroom training through the State's ETPL, On-The-Job-Training, and follow up services.

Supportive services are available based on individual assessment and availability of funds. Supportive services are intended to enable an individual to participate in workforce-funded provided programs and activities to secure and retain employment and attain demand-driven skills. Supportive services can be provided for the following:

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

The Local Workforce Development Board, currently has an AJCC Affiliate Center located at San Joaquin Delta Community College. Delta has dedicated funding to hire a staff member who will serve as a Transitions Coordinator to work with AJCC staff and the Adult Schools Counselors to facilitate the transition from Adult Schools (including Limited-English students) into the Community College. 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.

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 SJC WDB will include the educational partners as it holds its conversations with the target industry sectors. It will also include them in Labor Market analysis that will lead to the identification in 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 certification programs. It will share the results of each conversation and Labor Market analysis and studies conducted at, both, the local and regional level. This will include sharing critical LMID information on quality and demand occupations in the local area and the Region. Whenever there is an absence of training, to support local target industry sectors the SJC WDB will use On-The-Job Training contracts to support skill development. It will also, look toward the educational partners including San Joaquin Delta College and San Joaquin County Office Education to develop contract education for a specific industry or occupation.

Industry sector strategies will be used to leverage available resources and braid the resources of local business partners, educational partners and the WIOA to deliver the employment and training services that are required in the Labor Market as cost effectively as possible to job seekers and the business community. As more information is gathered from ongoing industry sectors and Partner conversations, it will be shared with local educational partner agencies to facilitate the development of Career Pathways and Road Maps that are more reflective to the labor demands of local targeted industry sectors and facilitate the development of the local labor force.

One of the WorkNet Center (AJCC) is located at San Joaquin Delta College. The SJCC staff will facilitate the co-enrollment into core programs and needed employment and training services to eliminate the critical customer 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 Local Workforce Development Board, currently has an AJCC Affiliate Center located at San Joaquin Delta Community College. Delta College has dedicated funding to hire a staff member who will serve as a Transitions

Coordinator to work with AJCC staff and the Adult Schools Counselors to facilitate participant transition from Adult Schools student into the Community College system. 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.

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 will identify the businesses in each of the targeted industry sectors broken down by municipality. The lists will be shared with the required partners, including 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 LWDB to put in their priority list. The list of targeted employers will include small business organizations in each of the targeted and demand industry sectors. These target industry sector companies will be a target for an on-going communication and a part of the local Business Retention and Expansion Program where their growth and development will be monitored from year to year. They will also be included in the local Layoff Aversion strategy. Additional intelligence will be gathered to secure employment history, include job classification and skill set requirements, hiring practices, anticipating further hiring or downsizing.

The Economic Development Agency (EDA) co-located in the AJCC, utilizes a variety of tools in its Business Engagement (BE) efforts. Econovue, introduced by the State to the Workforce Development Board in late 2016, has proven to be an excellent tool with tremendous potential in business engagement, outreach and layoff aversion efforts. First and foremost, the SJCWDB uses Econovue as an informational resource to assist in developing a profile on a targeted company that, for diverse/strategic reasons. Econovue uses Dun and Bradstreet data and provides employment levels, contact information, industry sector codes, ownership type, ownership status, subsidiary status and more. 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 us to be much more effective in developing and determining what services and solutions we should provide. On a much broader scale, we can create lists of companies within targeted sectors that would be in need of proactive, layoff aversion services, as well as companies that may provide opportunities for employees that are at risk of being laid off from an at-risk company.

In order to document and track local business engagement efforts, the CRM (Client Relationship Management) software is utilized to track a company and what services we have provided throughout the business cycle of the company. This software is also a great tool to use to communicate with local partners throughout the County as we tailor and refer specific requests for services. We have begun to use the State's CalJOBS CRM tool as well to track local business engagement efforts. While not giving us the referral capability yet, it is a great tool to use among the Business Engagement Community region wide to let others know what services and solutions have been provided to the company and minimize duplicate efforts that can discourage the companies we are trying to assist.

These tools allow us to be more effective in determining what solutions a company may need, and how we will provide them. The delivery of these services is done through extensive partnerships with local and state agencies. These programs and partnerships include the State's Work Opportunity Tax Credit program that provides tax relief

to businesses that hire certain individuals with barriers to employment, Employment Training Panel program that 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. Employer engagement includes providing employers in the in-demand sectors and occupations (as established regionally) with 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 PG&E contact information to provide rate reductions to ensure businesses stay in the area. There are many others we partner with to help provide solutions to companies as part of the local Business Engagement strategy regardless of a business being in startup, growth, stable, or downsizing.

These business organizations will be targeted for programs, resources and services that will support their growth and development. As Rapid Response activities occur, these target business organizations will be included in the local Layoff Aversion strategy. The goal is to connect business organizations that have a need for a specific skill set with anticipated displaced workers from a company that is downsizing or closing (rapid re-employment).

AJCC staff will facilitate the referrals of qualified individuals being displaced. These target industry sectors businesses will be targeted for business service, as well as, employment and training resources and services including, but not limited to, the following:

- On-The-Job Training contracts
- Participation in Industry Sector conversations
- Participation in Internship program
- Participation in incumbent worker activities
- Private Sector Work Experience
- Direct Placement activities
- Employer Services and Workshops
- Advisory Business Group activities
- Business Focus groups
- Membership on the Workforce Dev. Board
- Career and Technical Ed. Advisory groups
- Contract Education

With many local growth and emerging industries, the SJCWDB will collaborate with the local community college (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 at first will be the goal) in a timely and responsive manner. When there is no other training source for local employers of growth and emerging industries, the On-the-Job Training (OJT) program will be critical in supporting local 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 employer engagement.

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 On-the-Job (OJT) program, the SJCWDB is working in partnership with the target industries and the educational institutions to leverage all resources and use the OJT program to deliver needed classroom instruction and OJT to eligible job candidates that have the knowledge, basic skill level and the ability to learn. Where classroom training is non-existent, the OJT program will be an effective resource to support job seeker and the local business community. In the meantime, this LWDB will look for opportunities to participate in regional grants in partnership with the other Central San Joaquin Valley Workforce Development Boards 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 LWDB becomes aware of such a situation, San Joaquin County WorkNet will engage its educational partners including the Community College, County Office of Education and the State Employment Training Panel (ETP) in conversations to address the training gap. Conversations include priority sector employers to determine the resources available to support customized contracted education. 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 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. Through this meeting, employers were able to pinpoint 3-5 courses that covered all employers in the manufacturing sector and reduced the training from 1.5 years to coursework that may be accomplished in 9 weeks at the local community college.

Once the training is secured, if the demand for the training is limited, the SJCWDB will attempt to include multiple employers to make the training cost effective (incumbent worker training to upskill existing workforce is also part of the strategy). Ultimately, if contracted classroom training is not an option (either due to timing, mandatory credit classwork, or still needs to be developed), the LWDB will work with the priority sector employers to provide On-the-Job Training contracts to meet the training needs of each employer in fostering demand-driven skills attainment.

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

San Joaquin County's Employment and Economic Development Department (EEDD) is the administrative entity and staff to the San Joaquin County Workforce Development Board (WDB) and its San Joaquin County WorkNet, the One Stop delivery system funded under the WIOA. It is also the administrative entity and staff to the San Joaquin County Economic Development Association. The EEDD has coordinated economic development and workforce development initiatives for over three (3) decades. The established San Joaquin County Economic Development Association (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 WDB 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 San Joaquin County Employment and Economic Development Department specializes in three key core competencies: workforce development, economic development, and small business financing through a single organizational structure, thereby eliminating bureaucracy and expediting service delivery.

One of many examples of coordination between economic development and workforce development is the EDA's Business Retention & Expansion Program (BREP) which systematically engages with county employers to obtain business intelligence. This primary business information is then shared with the SJCWDB to facilitate the development of industry-centric training and curriculum that will benefit the workforce. Another example is the EDA's Business Team San Joaquin (BTSJ), a group of 40-agency, governmental, and economic development leaders (from the seven incorporated cities) who convene bi-monthly to share best practices and strategies for advancing the skills and marketability of the county workforce.

Training funds will also be made available for On-the-Job Training contracts for positions with priority sector employers where classroom training is unavailable and will require hands-on training provided by the specific employer. The SJCWDB will, in addition, also 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 conversations to support the development of new or additional training activities, enabling us to address critical

training needs of growing and emerging industries. When appropriate the use of Employer Training Panel (ETP) services will be provided directly or brokered with employers in need of incumbent worker training.

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 unemployment insurance programs by co-locating the Wager-Peyser office into the Stockton WorkNet Center. This allowed for better and more constant communication between all staff. Administrative and operational managers are under one roof. Wagner-Peyser staff will be more engaged with collaborative business groups that are part of the WorkNet Service Delivery System. Regular meetings between local one-stop center staff including Wagner-Peyser staff are held on a weekly basis to facilitate the delivery of services to mutual business and job seeker customers. Updates to unemployment insurance programs are discussed at the weekly meetings. Wagner-Peyser staff provide information to job seekers regarding unemployment insurance in the customer service centers located in the one-stops on a daily basis.

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 Workforce Development Board has established a high performance accountability system that expands performance beyond the negotiated standard. The LWDB establishes strategic targets of performance for every performance indicator established under WIOA in partnership with the US DOL, the State and the LWDA. Service provider contracts reflect these high performance objectives. Training and Technical Assistance is provided to all LWDB subcontractors and service providers to ensure alignment with higher performance goals. Formal and informal monitoring of subcontractor performance require on-going conversations to identify every deviation and initiate a corrective action strategy that includes support and technical assistance from LWDB staff. Quarterly and annual reports required comprehensive review and analysis that 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 this ongoing focus on performance and quality programming has demonstrated to be effective in getting results.

The WDB has done an excellent job of focusing limited WIOA resources on programs and investments that have benefited local businesses and job seekers. The WDB 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 WDB’s continued 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. AJCC staff meet the needs of local employers by ensuring job seekers have the core and job-specific skills required by local employers. A blend of classroom training, On-the-Job-Training and other resources are utilized.

Eligible training providers must apply to the WDB for certification to receive WIOA training funds. The publicly accessible Statewide List of Certified Training Providers 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 is utilized.

Staff and youth providers maintain constant contact to ensure the continuous quality improvement of the youth programs. The open communication between staff and providers allows the opportunity to share technical assistance or simply provide feedback on new and innovative ideas. Youth providers are encouraged to participate in regional activities with other youth serving agencies represented in the Central California Workforce Collaboration (CCWC) to share innovative and best practices in quality improvement of programs. Staff and youth providers also participate in conferences such as the California Workforce Association (CWA) Annual Youth Conference. This conference provides board staff and its contracted youth providers the opportunity to meet and share ideas with similar agencies across the state. In addition to informal information sharing, detailed performance reports are provided to contractors to ensure programs are on track to meet or exceed contract goals. As appropriate, on-going technical assistance may be provided. Formal monitoring of fiscal and program objectives occurs on an annual basis. If needed, corrective action plans are implemented to ensure the success of each program goal.

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 LWDB AJCC services delivery system, recognized as San Joaquin County WorkNet, is accessible on the internet twenty-four (24) hours a day, seven (7) days a week. Businesses and job seekers, alike, can access employment and training resources and information of not only the LWDB one-stop center service delivery system, but also access the resources and information of all the required partners and other agencies in San Joaquin County. San Joaquin County WorkNet has five (5) One-Stop Centers throughout San Joaquin County, including one located at San Joaquin Delta Community College. Each WorkNet Center is staffed to facilitate the access to the LWDB Service Delivery System. AJCC staff work with each One-Stop Center partners to ensure immediate access to services and resources.

One-Stop Centers 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 are encouraged to attend an Orientation which outlines the full array of services available through the AJCC. This Orientation will also be available online in order to be accessible anywhere with internet service.

San Joaquin County WorkNet also has WorkNet Entry Points located at partner agencies that have significant participant flow and who could benefit from participation in the LWDB's service delivery system. Partner agency staff work closely with designated AJCC staff who facilitate the participant referrals to employment and training services at the Comprehensive Centers. Established entry points are available through the following:

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

Partner Agency Liaisons are able to schedule their customers for any workshops or orientation at any of the WorkNet Centers in San Joaquin County.

These entry points were 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 one of the five WorkNet Centers in San Joaquin County. Partner organizations that wish to be a registered WorkNet Entry Point, must have access to the internet to enable their participants to access the San Joaquin County WorkNet website and all its resources and information. Participating Agencies must be willing to dedicate staff to act as a WorkNet Systems Coordinator who would be the designated liaison between their organization and the WorkNet Centers. AJCC staff are assigned to each respective agency and facilitate the intake and referral process once a referral from an entry point is received. Each Agency Liaison receives a comprehensive orientation and training comparable to AJCC staff to ensure they have a comprehensive understanding of the services their customers can receive. They are able to participate in the WorkNet University training to continue their training and orientation on the LWDB One Stop Service Delivery System.

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. Written material will be made available also and all enrolled participants sign a Grievance and Complaint Procedures form informing them on 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. Training for Section 188 will include 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. Monitoring will be conducted to make certain all requirements are being followed.

The Department of Vocational Rehabilitation (DVR) is one of the AJCC partners. AJCC staff have an excellent working relationship with DVR staff and they provide assistance when needed and will also assist with training staff. The AJCC delivery system will be fully accessible and provides job seekers with disabilities accommodations to promote effective and meaningful participation. Each of the five WorkNet Centers has the logistical capacity to serve individuals with disabilities. In addition, the main center located in central Stockton, has been fully assessed by a Certified Access Specialist professional and upgraded to be fully compliant with the Building Code and ADA requirements for Disabled Access. Each center has assistive technology and trained staff to facilitate services to this population. The Stockton facility has a dedicated office for the local Department of Rehabilitation staff.

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

In preparation for WIOA implementation the Local Board convened the partners to establish the framework for providing services to employers, employees, job seekers and others needing workforce services. Meetings were held to allow partners to define their respective roles and responsibilities and to create a quality One-Stop system by fostering a cooperative working relationship to achieve the policy objectives.

The parties to the MOU agreed to work together to better serve mutual and common customers and actively participate in an integrated system.

The AJCC partners agreed to 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;
4. Adherence to common data collection and reporting needs;
5. Make available to customers the applicable service(s) of the partner programs through the AJCC, one-stop delivery system;
6. 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
7. Participate in capacity building and staff development activities to help ensure that all partners and staff are adequately cross-trained.

The resource contributions for the agencies that are located at the AJCC are as follows:

Employment Development Department	\$134,507.52 per year
Job Corps	\$ 5,785.14 per year

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.

- 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 MOUs are attached to this Local Plan. Each partner agreed to deliver services under the AJCC structure. The MOU will serve as the framework for providing services to employers, employees, job seekers and others needing workforce services. All objectives stated in the MOU have been agreed upon. They have agreed to foster demand-driven skills attainment, enable upward mobility for all Californians and align, coordinate, and integrate programs and services.

The objectives will be accomplished by ensuring access to high-quality AJCC's that provide the full range of services available in the community for all 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 career choice and seeking to identify and hire skilled workers.

Partners to this MOU will align and coordinate within a framework that includes; sector strategies, career pathways, regional partnerships, earn and learn models, supportive services, creating cross-system data capacity and integrating service delivering/braiding resources and 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 statues or requirements. All partners will participate in capacity building and staff development activities to ensure that all 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 WorkNet system and each of its individual centers ensure that the full range of employment and training services are accessible to, and meet the needs of the local population including Native Americans (WIOA Section 166 grantees). Each of the WorkNet Centers employ fully-trained and competent workforce professionals who ensure job-seekers, regardless of their specific situation, have universal access to the full array of services available within the WorkNet Center or through referral to a partner agency or other community resource. Specific staff in both agencies have been identified allowing for a real time referral.

- 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 WDB will work with WIOA Section 167 grantee (Migrant Seasonal Farmworkers). The California Human Development (CHD) is the managing partner of the AJCC WorkNet Center located in Lodi, CA. 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 WorkNet Center provides universal access to all WIA services and has a specific focus on the farmworker population. Additional services at the AJCC are provided to Limited-English speaking individuals with nearly all the staff working at the center are able to communicate in both Spanish and English. The local plan strategy to reach out to (and best serve) MSFWs will implement the following processes at the local level:

- (a) Information about the program and services will be made available at each center orientation in English and Spanish.
- (b) Staff conducting orientation will provide interested MSFWs with a referral and will send a copy of the referral via email to the CHD Lodi WorkNet Center Manager.

The WorkNet membership application form will ask whether the applicant has worked in agriculture in the past. This information from all the orientations in the County will be made available to CHD on a regular basis.

- (a) CHD will make staff available to participate in cross training and will collaborate in sharing program updates.
- (b) Whenever possible CHD and partner staff will work together to find the best services to meet the needs of mutual MSFW participants.

MSFWs are part of the Universal Client base and therefore are encouraged to receive employment and training services at the AJCC closest to where they live. The Lodi Center is staffed with personnel trained to provide the best services to farmworkers. MSFWs may opt to receive services at the Lodi Center or staff from other One Stop Centers may contact the Lodi WorkNet 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 AJCC in San Joaquin County will serve as the on-ramp for regional sector pathways emphasized in the regional plan by aligning the resources, sharing the vision and responding to local/regional employers in the key sectors identified on page 3 of this plan. Working with the partners, an MOU will be established 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 utilized that offer multiple entry and exit points amid stackable credential continuum for customers of all ages. The AJCC will continue to work with the Adult Education Consortium (Adult Education, Community Colleges, and County Office of Education) to promote contextualized instruction across pathways from secondary (including Career Technical Education – 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 limited English proficient individuals and foreign born through co-located AJCC partners.

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.**

San Joaquin County is the flagship for the North San Joaquin Valley region (NSJV), which is a subset of the sprawling eight-county San Joaquin Valley, that spans 300 miles in length and four of the largest MSAs in the United States. The NSJV has distinct differences from its southern brethren, particularly economics and the scale of the agricultural economy. Perhaps the greatest disparity between north and south San Joaquin Valley is the NSJV's

expanding linkages with the San Francisco Bay Area, and to a lesser extent the Greater Sacramento area. Because of the aforementioned linkages of the NSJV, the Local Board and its partners are better aligned to take advantage of regional economic development efforts.

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 Plan and the San Joaquin County Local Plan. The San Joaquin Partnership (Partnership) has a seat on the Board of Directors and actively promotes San Joaquin's advantages, including workforce to interested companies looking to invest in the region. The Partnership is a member of BTSJ, thus the members can hear first-hand about the regional economic development. This two-way dialog facilitates coordination of effort and minimizes duplicity. Additionally, EEDD staff participates in a number of regional boards and committees including TeamCalifornia wherein workforce issues are a common theme. An additional regional program is the Greater Silicon Valley Initiative (GSVI), that focuses on encouraging technology firms to expand in the NSJV. The Partnership spearheads this effort with San Joaquin County a strong advocate.

To promote business formation and support existing business and industry, 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. As a condition of financing, borrowers must commit to utilizing EEDD's WorkNet Center (AJCC) resources, thereby ensuring that job opportunities are made available to local job seekers. The RLF offers a Business Incubator Loan (BIL) program that offers 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 San Joaquin-Delta College Small Business Development Center (SBDC). Like the EDA and RLF, the SBDC is housed within the WorkNet Center office complex that serves as a one-stop center for employers and job seekers of San Joaquin County.

Besides the services offered by EEDD/WorkNet, there are numerous entrepreneurial and microenterprise programs offered in San Joaquin County by other associations, municipalities, or non-profit groups. The SJCWDB and staff of the EDA and RLF are engaged with these programs and organizations and share information about workforce investment activities. Some of the resources available to micro-enterprises and entrepreneurs include, but are not limited to: HUDDLE, 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, SBDC, and many more. 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.

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 may access services through the local AJCC offices. They are given an Orientation which describes the full array of services available through the One-Stop Service Delivery System. Job seekers are informed of the availability of basic services and how they may utilize the One-Stop Center and its resources to conduct their own independent job search. Applicants wanting more than basic services are guided to complete a packet which consists of a Generic Application, Resume and a brief Questionnaire completed by the applicant. This assists both the job seeker and AJCC staff to determine the best course of action: Career, Individualized or Training Services.

The AJCC provides Basic Career Services which are available to all Adults and Dislocated Workers. Basic Career Services include, but are not limited to, the following:

1. Outreach, intake and orientation to the information and other services available through the AJCC system;
2. Determination of eligibility to receive WIOA Career and/or Training services;

3. Initial assessment of skill levels, 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.

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.

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:

1. 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;
2. On-the-Job Training (OJT);
3. Programs that combine workplace training with related instruction, which may include cooperative education programs;
4. Training programs operated by the private sector;
5. Skill upgrading and retraining;
6. Entrepreneurial training; and
7. Apprenticeship and Pre-Apprenticeship Skills Training.

The Local Workforce Development Board (LWDB) works closely with the local Adult schools and the Community College to help identify training needs for the applicants as well as for the employers in San Joaquin County. The Community College understands the need to establish shorter 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. As such the Community College has established shorter term vocational training through their Community Action Grants to help meet the needs of the job seekers and the employers, however when there is a gap in training activities, the LWDB makes available training through On-The-Job Training contracts with employers and contract education through the educational partners, like the Community College to address the needs of local targeted industries and the adult/dislocated worker population.

Local and Regional Labor Market analysis will be done periodically to assess the need for additional training activities and identify new skill set requirements and new job classification as needed by local targeted industry sectors. On-going conversations with these priority industry sectors will also provide information about the need for a skilled labor force and the emerging skill set requirements of local growth and emerging industries. The information provided by the Labor Market studies and conversations through forums are shared with local educational partners to facilitate the development of additional training activities needed in the Local Area.

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

Layoff Aversion is a critical element of an effective Rapid Response Strategy. Long before a Warn Notice is issued or a Rapid Response activity takes place, the LWDB will gather critical and pertinent information that will be needed to facilitate the transition of displaced workers into other employment opportunities, thus minimizing 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 includes the gathering of critical and pertinent information that will be used during a business downsizing and worker displacement. Such information will include, but, will not be limited to the following:

- Job classification and descriptions with the critical skill sets requirement
- Frequency of the hiring in each classification
- Number of vacant positions the company needs to fill
- Anticipate hiring dates

As we continue the on-going conversations with targeted and primary industry sectors, we will collect this information which would enable us to respond to future Rapid Response events and realize successful Layoff Aversion. Once the LWDB receives the Warn Notice and engages in a Rapid Response Team activity, the first step is to secure pertinent information about the experience and skills of those workers targeted for displacement. That pertinent information is exactly the information obtain initially as part of the local Layoff Aversion Strategy.

The next step is to initiate contact with the companies on the database that are hiring and/or having a need to hire job candidates with the same skill set. Interested employers will either accept the job candidate referral from AJCC staff or participate in an onsite mini Job Fair to accept applications and talk to interested workers targeted for displacement. Part of the Layoff Aversion/Rapid Response Strategy is to facilitate the negotiation of a severance packet that would allow for a smooth transition, giving the workers the opportunity to finish the work the current employer needed with a scheduled completion date and start date in their new position with their new employer.

Rapid Response activities are continuously coordinated with other areas in the Regional Planning Unit (RPU) by SJC participating in 1) the Bay Area Rapid Response Roundtable, and 2) the Central Valley Rapid Response Roundtable. These groups respond to major business issues or closures in the State, which often have a direct and/or indirect economic effect on San Joaquin County and 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.

Since its inception, the San Joaquin County WorkNet One-Stop Service Delivery System has been a catalyst for the development of a Comprehensive Workforce Development Service Delivery System in the Local Workforce Development Area. This has included the development of a comprehensive youth strategy, requiring the engagement of every youth serving organization including, but not limited to, Educational Institutions, Community Service Organizations (501c(3)), Faith Based Organizations, Law Enforcement Agencies and Community Business Organizations, the Municipalities, and the Human Service Agency.

While the WIOA funding is restricted to the delivery of services to eligible youth, the SJCWDB has been the convener of youth services organizations to facilitate the delivery of critical services to meet the needs of the youth population in the community.

Leveraging the resources of all these organizations, the LWDB, its partner agencies and stakeholders have delivered a variety of needed services to the youth in the community including, but not limited to, the following activities:

1. Annual Youth Leadership Conference since FY 2000 for approximately 1,800 – 2,600 youth from every School District.
2. Private Sector subsidized employment opportunities annually to thousands of youth.
3. Literacy and tutorial program for youth of all ages.

4. High School Internship program at private sector businesses in the community.
5. Mentoring programs for at-risk youth.
6. Gang intervention for youth interested in leaving their gang affiliation and youth at-risk of engaging in gang activities.
7. Summer Youth Employment and Training Program activities subsidized by WIOA, CalWORKs and general funds allocated by municipalities.
8. Career and Technical Education Activities.
9. Teen Parenting and Support Services.
10. Community Service with public and private non-profit organizations county-wide.
11. Career exploration and labor market orientation.

All of the services identified above were accomplished through leveraged funding, in-kind contributions of partner agencies and volunteer services by members of the service organizations in the San Joaquin County community.

The youth population of San Joaquin County are readily connected to a wealth of services that address both their academic and non-academic pursuits as well as employment and service-learning needs. In-school youth benefit from after-school programs while out-of-school youth are given priorities by youth-serving non-profit organizations such as Fathers and Families, California Human Development, El Concilio and family stabilization services delivered by Community Partnership for Families. Youth who are in transition (i.e. foster care, part of the justice system) benefit from job search workshops offered on a year-round basis at local job centers.

Utilizing its five (5) AJCC centers, San Joaquin County promotes 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 SJC WorkNet to create a pipeline of program-eligible youth through youth-serving organizations as well as through school districts counselors.

The Youth Employment Opportunities Program (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 includes the following program activities and initiatives that support increased youth employability.

San Joaquin County WorkNet Centers

Youth are invited to use the WorkNet Centers for job search and/or referral purposes and to sign up for workshops. When appropriate, youth may be referred to other agencies. However, AJCCs provide a variety of employment and training services that include, but are not limited to, the following:

1. An orientation that provides an overview of the available services.
2. Workshops that help develop employability skills:
 - *How to properly fill out an effective job application*
 - *Preparing a resume*
 - *How to prepare for a job interview*
 - *Orientation to the world of work*
3. Access to job openings.
4. Support services to eliminate barriers to employment and success.
5. Job seeking and job keeping skills.
6. Career exploration.

The San Joaquin County Office of Education (SJCOE) WorkStartYES and California Human Development WorkStart programs work in conjunction with other community organizations to provide numerous workforce development activities to WIOA eligible youth in the county, 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 identified in 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 San Joaquin Delta Community College CTE Transitions Program. Formerly Tech Prep, CTE Transitions is a coordinated effort with area high schools, the community college, and business 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 developed 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.**

Many of the job seekers served in the programs face barriers to employment that undermine their ability to complete a training or educational program which could help them increase their labor market prospects. Supportive services are awarded to individuals in financial need based on an individual's assessment, budget and the availability of funds. The SJCWDB has established contracts, memorandum of understanding 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 Department of Rehabilitation. The SJCWDB utilizes information from the Department of transportation to determine how much "per mile" amount is provided to a job seeker when it is necessary for him/her to drive their vehicle and cannot afford the gasoline needed to reach their destination. The SJCWDB has policy and procedures in place to determine how and how much to provide job seekers needing transportation and other appropriate services.

- 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 already co-located in the AJCCs through bi-weekly meetings with Employment Development Department staff and by providing ongoing training for staff working in the AJCC. In centers where Wagner-Peyser staff is not located, the staff working in the AJCCs will be trained to provide the Wagner-Peyser services as outlined by the regulations.

- 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 be on hand to ensure alignment between Title I and Title II by taking into account local/regional labor market information as well as other sources of documented industry sectors that are in demand. The SJCWDB will look for alignment to the seven (7) WDB industry sectors which will include services to target populations and/or individuals with barriers to employment. Another review factor will include looking specifically at services provided to foreign born and limited English proficient individuals.

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 San Joaquin County Employment and Economic Development Department (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 San Joaquin County WorkNet is the One-Stop Service Delivery System funded under WIOA and is a partnership between the San Joaquin County Board of Supervisors and the Local Workforce Development Board (WDB). These Boards are the authority that determine how the WIOA funds are expended. Once the authorization is granted by the WDB and the County Board of Supervisors, 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, with Local, State, and Federal legislation and regulatory requirements. All invoices are processed and approved by EEDD, and then forwarded to the County Auditor-Controller's Office for review and payment. The EEDD conducts its business in accordance with federal, state, and local ordinances.

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

A competitive process will be conducted in accordance with local County of San Joaquin procurement policies and procedures, as well as the principles of competitive procurement in the Uniform Guidance found at 2 CFR 200.318 through 200.326. The process will consist of the release of a Request for Proposal (RFP), a pre-proposal conference, pre-qualification requirement review, proposal submissions, evaluation of proposals, and a funding decision based on the responsiveness and qualifications of the proposers.

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 basic skills individuals.

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

The SJCWDB has secured MOUs with all core partners as per WSD 15-12.

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?)

EEDD staff take the leadership role in preparing and convening weekly staff meetings held to discuss current partner issues throughout the core programs. The discussion covers updates on legislation, and training providers. These meetings bring Veteran services, Labor Market Information data, Senior Employment, and Job Corps Services together so that we can plan and collaborate on how the programs are aligned. Oftentimes, these meetings answer many questions staff have regarding the programs and it solidifies who the key players are and when they need to be involved. The goal is seamless job services. One example is the “Greeter” program. In order to find out the capability that CalJOBS data can provide, data is used for planning and maximizing center staff coverage. Staff from the core programs sit at the front desk and complete a half-sheet of data and enter the data into the CalJOBS system. The job seeker then provides this half-sheet to any one

of the three “Greeters” and obtains services. The key is that the greeters are from the core programs can be from CalWORKs, EDD, or EEDD – core program staff.

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

In order to assure that clients were receiving the services they need, the Local Board’s AJCC staff participated in the Course for Human-Centered Design. It was a seven-week course which consisted of the following:

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

Feedback was collected from job seekers, employers, training operators, and staff in an effort 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 had evolved into an epicenter for many other services besides employment and training. Not all customers were in need of the same thing and a cookie cutter approach with everyone going through a process to determine need for service was no longer the solution for the delivery of service and the length of time from when a customer entered the front door to when they actually received service had to be addressed.

As a result, changes were made to simplify the intake process and thereby improving customer satisfaction from the time the program “user” walked through the door until they actually received service. Using the principles and techniques of the Human Centered Design approach, the SJCWDB was able to re-design the “flow” in the customer service center. Job seekers now come into the center, sign in, and can immediately get either to the customer service center or to orientation (if they request training). Stricter and quicker timelines for case managers to respond were immediately put into place with no more than three (3) days to review a participant packet and make a decision as to whether they are appropriate and suitable for the type of training they wanted or if they should enter remediation or other activities to prepare them for training.

Employers reported wanting immediate return phone calls. Case managers were instructed to listen to their messages throughout the day and return calls immediately but always within 24 hours. 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.

Training providers were concerned that they were not getting customers fast enough in order to begin classes. The SJCWDB staff scheduled meetings with the training providers and explained the Eligible Training Provider List (ETPL) and customer choice. One of the major clarifications was explaining why the customers that were referred to the providers did not always return. Through this approach staff was able to explain that after a customer was exposed to all possible trainings on the ETPL, that they had a choice and would oftentimes change their mind on the type of training they wanted and thus change the training operator to provide that training. Everyone is now getting the services they need, the job seeker, the employers, the staff and the training operators.

AJCC staff are continuously looking for better ways to improve the services provided to all clients. Staff have a creative approach to problem solving and it starts with the people AJCC staff are designing for and ends with new solutions that are tailor-made to suit those needs.

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 SJCWDB will enable skills attainment leading to industry recognized credentials and degrees and help move those barriers to employment on a path to skills development by aligning the local workforce system with education and economic development in an effort to create a collective response to economic and labor market challenges. The SJCWDB will engage the private sector to lead local workforce development efforts. The SJCWDB will create innovation strategies to focus on employer engagement, 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 offerings (i.e., adult basic education and vocational ESL) for entry into state-approved apprenticeship training. The SJCWDB will utilize current labor market employment data, information on labor market trends, educational and skill levels of the workforce in the region and will engage local traditional partners in new ways and engage non-traditional partners to address long-standing challenges and increase the local system's reach and capacity.

Job seekers will have access to quality education, training and workforce activities through more On-the-Job training (OJT), incumbent worker training (IWT) and customized training opportunities. The connection between adult education and workforce is strengthened. A strong emphasis is placed on ensuring State and Local providers offer adult education and skill development including Career Pathways, to accelerate achievement of diplomas and credentials. The SJCWDB will have increased connections between job training and employment services, the workforce system and the unemployment system.

Additionally, the SJCWDB will require that contractors revise their program designs and ensure that staff have additional skills. These changes will make for a more rational, responsive system and will allow for professional line staff that have the flexibility to better meet the needs of individuals in a timely and efficient fashion.

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 One-Stop 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. Through the use of the MOUs, frequent meetings are held to continuously improve the services in the AJCC and the affiliate sites located throughout the County of San Joaquin. These meetings provide real-time feedback 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 where we have established a common practice and corrected deficiencies along the way. Using data from the human-centered design has provided keen insights regarding customer flow in the job centers and has changed the entire process for serving job seekers in the centers.

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 staff development. All AJCC center staff are mandated to be at this training. The AJCC partners are also invited to attend. Training is on the regulations, the plan, mission, vision, goals and objectives. Staff development training will provide the tools, supports and guidance necessary meet the needs of AJCC customers. Staff are trained on how to provide the full range of services available in the community for all customers seeking assistance in:

- | | |
|--|-------------------------------------|
| 1) Beginning and/or enhancing career options; | 7) Career Pathways; |
| 2) Building basic educational/occupational skills; | 8) Regional Partnerships; |
| 3) Earning a postsecondary certificate or degree; | 9) Earn and learn models; |
| 4) Guidance on how to make career choices; | 10) Supportive Services; |
| 5) Seeking to identify and hire skilled workers; | 11) Cross-System Data capacity; and |
| 6) Sector strategies; | 12) Integrated service delivery |

The overall goal is for all staff to be knowledgeable in the customer flow, case management and the human-centered design approach to working with customers. Staff will know how to determine eligibility to receive WIOA Career and/or Training service, outreach, intake and orientation to the information and other services available through the AJCC system. Staff will also know labor exchange services including job search and placement assistance.

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

The targeted growth and emerging industry sectors identified through Local and Regional Labor Market studies/analysis (as referenced on pages 2-4 of this plan) including State of California Employment Development Department LMID, will be the priority Industry Sectors that will be take focus when allocating the use of available WIOA employment and training allocations and resources.

Ongoing conversations with these target industry sectors through forums, Business Regional and Expansion Program, as well as, Red Team visits will confirm the priority of the targeted industry sectors and further define their needs for service, resources, and engagement in workforce development programming.

With the LWDB's required partners at the table, especially educational partners, the information gathered, and provided to local educational institutions, will lead to the development or revision of training curriculum/activities, Career Pathways, and Road Maps more responsive to the needs of these priority and targeted industry sectors.

These ongoing conversations with the targeted industry sectors and businesses will continue to fine-tune the alignment. Because these critical aligning activities, like local Labor Market studies and the conversation forums, are done at the State, Regional and Local Level, the alignment is not done in a vacuum. The alignment is in partnership with local strategic partners at every level of workforce development including, but not limited to, the following:

A. State Level

- Community College/Chancellor's Office – "Doing what Matters" for Jobs and Economy
- State Employment Development Departments LMID reports and Market Analysis
- California Workforce Development Board – Special Grant Funded Institutions

B. Regional Level

- LMI studies done by the California Partnership for the San Joaquin Valley
- Conversation forums done in partnership with Fresno State University and the sector navigators in the Central Valley
- LMI studies done by the Central California Workforce Collaboration in partnership with the Community College Consortium.

C. Local Level

- Conversation forums with target industry sectors done in partnership with local required partners including, the Community College and the Economic Development organizations.
- Collaborative/Coordination meeting with local educational partners like San Joaquin Delta Collee and the County Office of Education.

Alignment of local priority sector strategies with all the required partnership including the Educational institutions like the Colleges, Universities and County Office of Education to facilitate the development of Career Pathways and Road Maps for priority and targeted industry sectors in the LWDA.

The ongoing conversations with local strategic partners at the Local and Regional level about the development of Industry Sector Strategies and conversation forums with local Regional and priority industry sectors keep all the SJCWDB focus on program alignment with the Local and Regional Labor Market studies and analysis.

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

The AJCCs are equipped with the necessary equipment to address the 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

a. 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 consumer choice for both career goals and selection of eligible provider for such services. The use of the Eligible Training Provider List (ETPL) is available and encouraged by each AJCC along with accompanying information, labor market information, and alignment with in-demand industry sector and occupations in the local area. After assessment and consultation with a career counselor, customers seeking training services may select from the list an eligible provider of training services. Arrangement for the payment for such services is provided through an Individual Training Account (ITA). The AJCC will coordinate funding for the ITA with funding from other Federal, state, local and private job training programs or sources to assist the customer in obtaining training services.

The ITA is the preferred method of procurement provided to customers for training services. Training contracts for training services in lieu of the ITA have not been needed at this time except for the On-the Job Training (OJT) contracts and cohort trainings (as detailed in grants). Should there be a demand for training contracts i.e. customized training, entrepreneurial training, sector/occupational cohort training, or pay-for-performance, the participants will be provided with all the same information and assessments available to all customers of the AJCC. The ITA will be the instrument used for training contracts to provide for customer choice in these areas.

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 at least a 30- day period for public comment and input into the development of the local plan by members of the SJCWDB and the public (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 and that any comments representing disagreement with the plan are included with the local plan and submitted to the State.

9) 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 Local Workforce Development Board staff, conducts the Orientation for the AJCC's. The Orientations are comprised of individuals who are new to the AJCC as well as individuals referred to the AJCC by partner programs such as Unemployment Insurance, TAA, Veterans Services etc. In the Orientation, individuals are given an overview of the services provided by the AJCC partners and are given a packet to complete and turn in to AJCC staff. Once a packet is submitted, it is assigned to a case manager for review and initial assessment and a determination of services the individual is requesting, services they are eligible for including partner services and if those services can be provided through the AJCC. If services are warranted, the case manager refers the individual for eligibility determination and maintains the individual case file until all services have been received. If individuals can be better served by another program, a referral is made by the case manager and the packet is maintained for future services.

In addition, AJCC Center staff consist of multiple partner staff who have been trained on the services provided by the core partners and often work side-by-side with one another which allows the ability to work directly with individuals that are co-enrolled and are able to take advantage of the services available to them. Finally, Local Workforce Development staff attend Veterans Workshops and other specialized workshops provided by the partners to ensure individuals know about the services and how they can take advantage of all the programs available to them.

11) 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. It is anticipated that the alignment of Title II programs will include alignment with AJCC Partners, Development of Career Pathways (in-demand sector strategies), and alignment with the Local Plan.

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

Through an 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 AEBG 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).

12) Local Board Assurances

See Attachment A

13) Provide A List of Comprehensive One-Stops and AJCC Partners in the Local Area

See Attachment B

14) Attach AJCC Memorandums of Understanding (MOU)

See Attachment C

15) Provide the Local Area Grant Recipient Listing Using the Form Provided

See Attachment D

16) Provide A Copy of Local Board Bylaws

See Attachment E

17) Provide Program Administration Designee and Plan Signatures

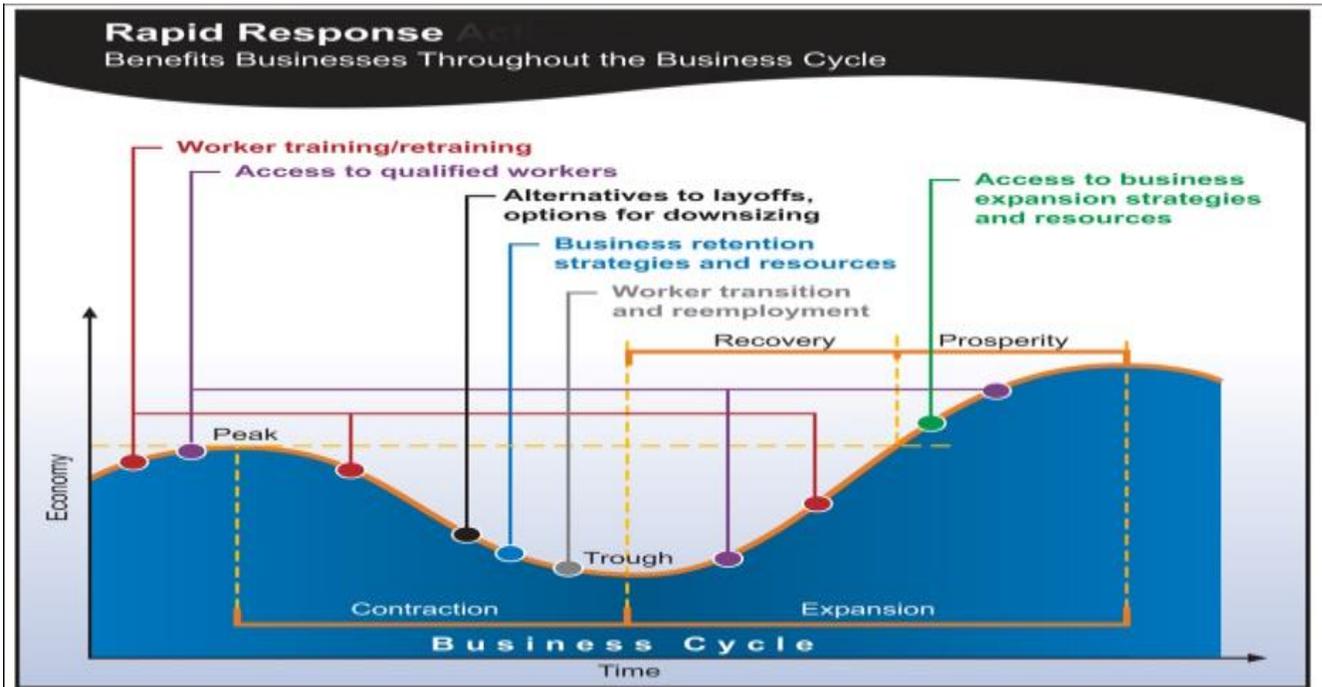
See Attachment F

18) Provide a Summary of Public comments received that disagree with the regional and local plan

See Attachment G

Exhibit 1 – RR Graph

San Joaquin County 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
Name

Chuck Winn
Name

Chair
Title

Chairman
Title

Date

Date

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.sjworknet.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 Cleannise 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

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

4.4.c

Packet Pg. 148

Attachment A

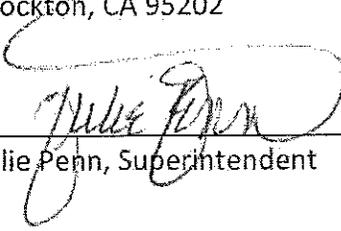
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

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

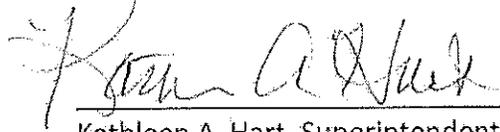
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

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

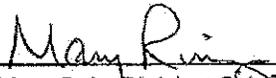
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

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

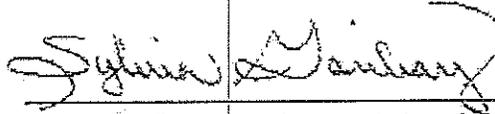
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

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.

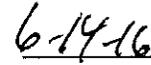
For

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

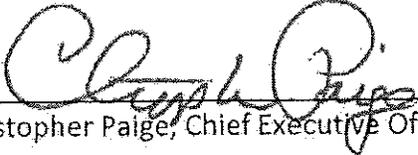
Attachment A

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

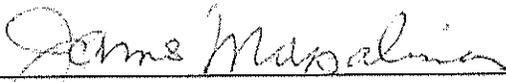
6/1/2016
Date

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

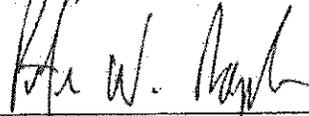
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

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

Attachment A

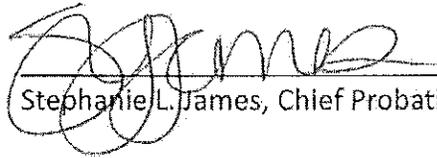
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

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

For

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

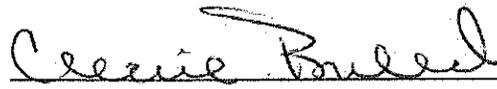
Workforce Innovation and Opportunity Act
Memorandum of Understanding
San Joaquin County

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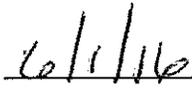
For

Job Corps

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



Clearnise Bullard, Project Director



Date

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)]

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, 6 th 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.

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, 2020 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Daniel J. Schroeder
Name

Chuck Winn
Name

Chairman
Title

Chairman
Title

Date

Date

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:	Comment:
	Local Board Response:
Section:	Comment:
	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.