

2013

Workforce Investment Board of Tulare County Local Plan



Workforce Investment Board
OF TULARE COUNTY
Driving Economic Success

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Workforce Investment Board of Tulare County Local Plan 2013-2014

This is the Local Plan for the Workforce Investment Board of Tulare County. The plan is divided into sections by topic and for ease of navigation includes cross references that are link. Electronic readers can click on these links to be taken to the area of the document that is referenced. For example, an item in the text may reference Appendix 2, you can click on “Appendix 2” and be taken directly to that section.

Section 1 Vision

The Tulare WIB believes that, by making critical investments in workforce training and education, it can drive economic success and allow our community to thrive. By making strategic investments in the skills of our local workforce, the WIB can help businesses compete and prosper by virtue of the ability to access a highly skilled workforce.

The mission and vision statements of the WIB are:

Mission: Our investments and funding strategies advance Tulare County’s economic vitality by growing the skills and talent of our workforce.

Vision: Because of our skilled workforce talent, Tulare County businesses continue to thrive.

The work that the WIB does is shaped by its mission and vision. The WIB recognizes that its investments in the community alone are not enough to achieve this vision. Central to this vision is collaboration between workforce development, education business, organized labor and economic development. The WIB has identified 6 strategic priorities that inform the WIB’s investments and activities that are described throughout this plan.

1.1 Strategic Priorities

- Use sector based strategies to focus investment in industry recognized credentials
- Ensure prospective employees are work ready and have an acceptable level of core and industry recognized skills that to meet the needs of our regional employers.
- Grow our own workforce talent by linking learning with student interest and career preparation.
- Be the local leader for business expansion and retention services by connecting industry partners to resources and expertise that allow their businesses to thrive.
- Administer effective, integrated One-Stop Centers that offer tailored employment, career coaching, job search tools, and training services to laid off workers, workers new to the job market and those seeking to enhance their careers.

- The WIB acts as a convener and driver of community collaboration of Tulare County stakeholders including business, education, community organizations and public entities.

Using the mission and strategic priorities as guidance, the WIB strives to prepare the Tulare County workforce for jobs in the local and regional priority high-growth, high-demand industry sectors. As described later in this plan, the WIB uses a variety of strategies including, but not limited to, On-the-Job Trainings, group sized trainings, Individual Training Accounts, Work Experience, career coaching, Job Developing, sector advisory groups, and partnerships with key stakeholders to ensure a prepared workforce.

1.2 The Planning Process

The WIB's work in workforce development considers the entire career pipeline from kindergarten through retirement. The planning process included input from the local k-12 school system, community colleges, employers and other key stakeholders. The WIB understands that it's important for Tulare County residents to access quality education that prepares them for the workforce throughout their career beginning with elementary school through continuing education opportunities that keep them on a successful career pathway. Additionally, the WIB knows that many people will need assistance to cope with barriers that range from dropping out of high school to being a disabled veteran that make it difficult to attain a supportive job. The WIB believes in offering services through each step of ones' career and the information included in this plan demonstrates the numerous ways in which Tulare County residents and businesses can receive assistance.

Because of its leadership role in the County for Workforce Issues, the WIB felt it was important to include community stakeholders in its local planning process. The WIB started with a staff strategic planning session to discuss key areas of the plan and to focus on areas of need. Next, the WIB conducted a strategic planning session with its board and invited members of the Youth Council and representatives from Community Colleges to participate. The WIB includes representatives from private business, local CBOs, the k-12 education system, career technical and vocation education, community college, and state and county departments as well as locally elected officials. Additionally, the WIB worked with its health care and manufacturing sector committees, the Tulare County Economic Development Corporation, the Youth Council and the Employment Connection Council to provide input and help to develop the local plan through facilitated planning sessions with each of these groups. Lastly, the WIB conducted a community wide survey to seek input from the community at large beyond its current One-Stop partners and Board members.

The Local plan represents past achievement, current actions and plans to improve upon the WIB's recent record of success. Through the planning process, it was evident that the WIB is seen as a large influence in the community and is looked to as an organization that can help to ensure a brighter future in Tulare County.

The WIB released its local plan for comment to community on May 8, 2013. Input received during the comment period has been incorporated throughout the plan. The plan will be distributed publicly using

the WIB's websites (www.tularewib.org and www.employmentconnect.org), as well as through the WIB's Facebook page and blog.

1.3 Community Survey

As part of the Local Planning Process, the Tuare WIB included a community survey to solicit additional input from community members. The survey was released in April 2013 and marketed to employers, job seekers in the One-Stop, and community based organizations (CBO) and local government organizations. Due to the time constraint there was a low number of responses. As a result, the Tulare WIB plans to continue to conduct outreach in order to solicit more responses from around the community. Even though there were few responses, some trends began to emerge and excellent feedback was provided by respondents.

The survey included three pathways: one for businesses, one for job seekers and one for community based organizations, educational institution and local government organizations. The following are some preliminary findings from the three pathways.

Business Responses

Of 48 responses, 12 were business representatives. The responses that were received resulted in some interesting trends. For example, the Businesses that responded were over all satisfied with WIB services giving the WIB a rating of 4.2 out of 5. Of those that had received candidate referrals for a position from the WIB, the comments were positive saying that the candidates showed "professionalism", were "well qualified" and were "well screened". The businesses were asked to rank the following business services: new hire recruitment, incumbent employee training services, prospective employee training, labor market information, data on current incentives, and on-the-job training for new hires. On-the-job training for new hires was ranked as the most valuable service, followed by new hire recruitment, incumbent employee training services and prospective employee training which were tied for second most valuable. Labor market information was ranked as the least valuable. This information is excellent justification for the WIB emphasis on training services (especially OJT) and it will be interesting to see if this trend continues as more responses come in from businesses. Businesses were also asked to rank recruitment services (job posting, computerized testing facilities, job fairs, applicant screening and job description writing). Applicant screening was ranked as most valuable followed by job posting. Tied for least valuable was job description writing and job fairs.

CBOs, Educational Institutions, and Local Government Organizations

Of the 48 responses, 18 were from CBOs, educational institutions, and local government organizations. This pathway asked respondents to rank the which WIB services they feel the WIB should focus its energy and ranked "providing career or vocational training to job seekers" and "providing assistance to businesses to find the right employees" as the top priorities followed by "partnering with community organizations to leverage resources". These organizations were also asked "what are some ways your organization would like to partner with the WIB" and we received some great suggestions such as partnering to leverage resources so that services can be made more available in the farther out, rural communities, and partnering to have a "more active role in Tulare County One-Stops". The Tulare WIB plans to use information received on this survey to begin conversations about expanding partnerships.

Job Seekers

Of the 48 responses, only 2 were job seekers. The WIB plans to conduct more outreach within the One-Stop and with its past customers to gain more feedback. This survey differed from the existing customer service survey in that instead of focusing on satisfaction of services provided, it seeks information about new services that might interest job seekers and about the characteristics a person is looking for in a new job. For example, the survey asks in which industry the person is primarily looking for work and which factors are the most important when looking for a new job such as higher pay, flexible hours, location of job and job stability. Of the few responses received, job stability was ranked the highest, followed by location. Receiving additional feedback through this survey will provide interesting insight for both the WIB and employers. Employers will learn more about what types of factors are most important to job seekers and this information will enable them to tailor their recruitment strategies in order to find the best workers.

1.4 Partnerships

Regional Partnerships

The Tulare WIB is engaged at a local and regional level with networks that address workforce education and training priorities. Regionally, the WIB actively participates in the Central California Workforce Collaborative, a group of the Central Valley's nine Local Workforce Investment Areas. The CCWC meets regularly to discuss regional workforce development issues and trends. The group often collaborates across the region or as sub-regions on grants and other projects. The CCWC appoints a representative to serve on the Partnership for the San Joaquin Valley Board as part of the Higher Education and Workforce Development Work Group. The Partnership for the San Joaquin Valley represents the various aspects of the Valley Community including local government, economic development, private enterprise, higher education and workforce development. With a representative on the Partnership's Board, the CCWC has a voice among the Valley Stakeholders.

The regional community college network focused on career and technical education and workforce development is called the Central Region Consortium (CRC). The CRC has recently re-organized and has met with the CCWC to discuss further collaboration and coordination between the regional community colleges and the WIBs. The State Community College Chancellor's Office current initiative, Doing What Matters for Jobs and the Economy, is driving the work of the CRC and the work of the CCWC closer together and allows for better collaboration on a regional level between WIBs and the CTE/Workforce Development departments of community colleges.

Local Partnership

Locally, the Tulare WIB enjoys a close working relationship with the k-12 education system, the County's two community colleges, the County's Economic Development Corporation, the County government, and a number of local Community Based Organizations. These relationships also provide an opportunity for the Tulare WIB to engage regionally. The co-chair of the Central Regional Consortium is from College of the Sequoias one of the local community colleges and the Tulare EDC is an active participant of in the California Central Valley Economic Development Corporation, a cooperative of the regional Economic Development Corporations in the Central. Through the CCWC

and through local partners that represent education and economic development, the Tulare WIB works to ensure limited local and regional resources align to better prepare the workforce to meet the needs of local and regional employers. Information about these partnerships is included throughout the plan.

1.5 Priority Sectors

The priority industry sectors identified locally and regionally are:

- Agriculture
- Health Care and Wellness
- Manufacturing
- Energy
- Logistics

These priority sectors were identified regionally based on the Partnership for the San Joaquin Valley's Central Valley Cluster Analysis. The analysis was an in-depth study of the Central Valley to identify the industry sectors that drive the region's economy. This study is described in more detail in Section 0 of the local plan and a summary of the sector analysis from the study is included in Appendix 2. Additional information about the priority sectors, and expected job growth can be found in Section 0 as well.

Section 2 Economic and Workforce Information Analysis

The Tulare WIB's first two strategic priorities have at their core a targeted approach to local area business needs. In order to adhere to these priorities, the Tulare WIB staff conducts regular economic analysis and reports for the Board in order to keep well-informed of the latest economic trends.

2.1 Data Sources

The Tulare WIB uses a variety of sources for economic and labor market data. The WIB and its partners at the CCWC subscribe to Economic Modeling Specialists, Inc. (EMSI), a web-based tool that allows the local areas to pull up-to-date economic and workforce data. The EMSI tool pulls together data from the US Department of Commerce, Federal Bureau of Economic Analysis, Industry Economic Accounts : Benchmark & Annual Input-Output accounts, the U.S. Census Bureau, Occupational Employment Statistics, the National Occupation Matrix, Equifax Business List Data, and the California Labor Market Information Department. The web-tool allows the Tulare WIB to pull customizable reports for industries, occupations, educational completions, demographics, inverse staffing patterns, knowledge and skill levels for Tulare County, the Central Valley Region, the State of California and the US. In addition to the EMSI web-tool, the analysis for the local plan includes information from the American Community Survey.

The WIB also relies on its role as part of the CCWC and its partnership with the California Partnership for the San Joaquin Valley (CPSJV) to take a broader look at the regional economy. The CPSJV recently commissioned a study, conducted by Applied Development Economics, of the major industry clusters in the Valley. The CPSJV's work with the major industry clusters, along with a study of the local economy, is how the WIB and other CCWC members determined their priority sectors.

2.2 Demographic Overview of Tulare County

The Central Region of California, including Tulare County is an agriculturally based economy and has been since its settlement in the late 19th century. An agricultural economy is relies upon low-skilled, low-wage jobs which brings with it economic challenges. A 2010 article in The Economist calls the Central Valley, "the Appalachia of the West"¹ because of its enduring economic challenges similar to the region renowned for chronic poverty in the east. The data demonstrates Tulare County's challenges from the high school dropout rate and low educational attainment to the low median wages and high poverty rates among families. The challenges are furthered by a large number of non-native English speakers and a large immigrant population as well as environmental issues that include the nation's worst air quality and a water shortage.

As shown in Table 1: Population by Race, Tulare County's population is majority White, Hispanic followed by White non-Hispanic. These two groups make up 89% of the county's population with all

¹The Economist, "The Appalachia of the West", January 21, 2010

other demographic groups making up the balance. The Hispanic population in Tulare is very young compared to other areas. Since the Hispanic population is the fastest growing ethnicity in the county, this has resulted in the overall population in the county to be young compared with the State of California (see Figure 2). Individuals ages 24 and younger, make up 43% of the county's population compared to 35% of the State's.

Table 1: Population by Race²

Demographic	2010 Population	Percent of Population
White, Non-Hispanic	144,617	33%
Black, Non-Hispanic	5,571	1%
American Indian or Alaskan Native, Non-Hispanic	3,353	1%
Asian, Non-Hispanic	14,467	3%
Native Hawaiian or Pacific Islander, Non-Hispanic	389	0%
Two or More Races, Non-Hispanic	5,716	1%
White, Hispanic	248,578	56%
Black, Hispanic	3,981	1%
American Indian or Alaskan Native, Hispanic	8,883	2%
Asian, Hispanic	2,906	1%
Native Hawaiian or Pacific Islander, Hispanic	582	0%
Two or More Races, Hispanic	4,463	1%
Total Population	443,504	

The Tulare County labor force is approximately 207,100 people with a 2012 annual unemployment rate of 15.8%³. Tulare County, compared to the State of California and the Nation, consistently has a high unemployment rate. The county was greatly affected by the Great Recession in 2008, going from an annual unemployment rate of 8.5% to a high of 16.9% in 2010⁴. Table 2 below compares the Annual 2012 unemployment rate in Tulare County to that of the State of California and the country. Tulare County's unemployment rate remains significantly higher than that of the State and the Nation. As demonstrated in Figure 1, the unemployment rate varies by group based on age, veteran status, demographic group, sex, poverty status, and disability status.

² (EMSI Deomographic Report, 2013)

³ California Employment Development Department Labor Market Information, www.labormarketinfo.edd.ca.gov

⁴ California Employment Development Department Labor Market Information, www.labormarketinfo.edd.ca.gov

As seen in Table 3, the poverty level is high in Tulare County when compared with the State of California and the nation. Additionally, whether someone lives below the poverty line is closely correlated to other factors. Figure 3 shows the poverty rates for individuals in various groups.

Table 2: 2012 Unemployment Rates⁵

Unemployment Rate	
Tulare County	15.8
California	10.5
US	8.1

Figure 1: Unemployment Rates by Demographic Group⁶

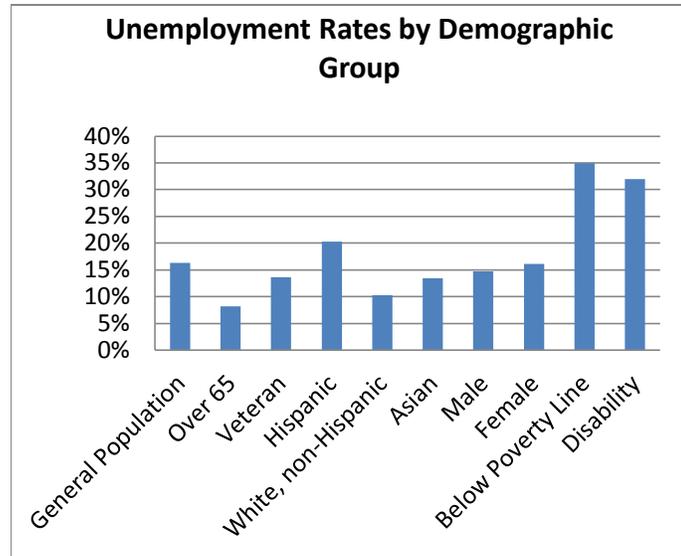
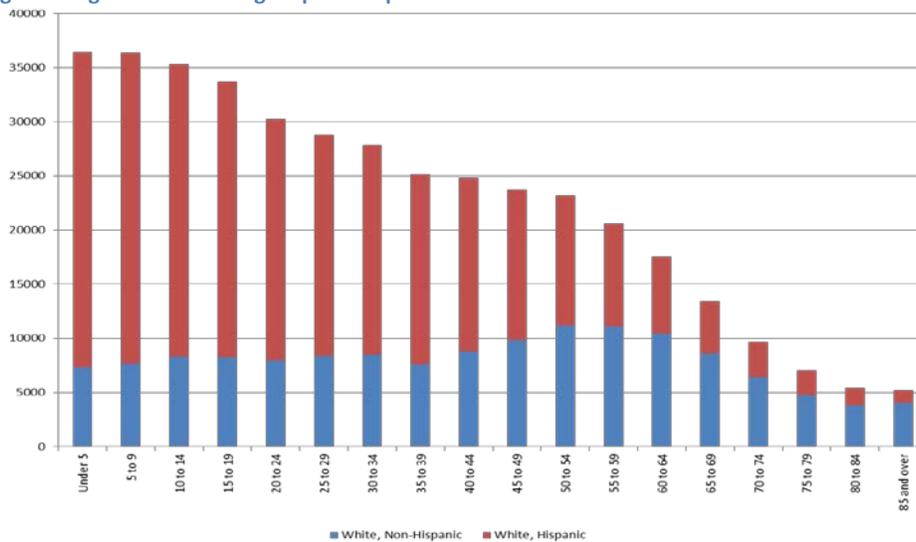


Table 3: Poverty Rates - TC, CA, US⁷

% Below Poverty	
Tulare County	25.7%
California	16.6%
US	15.9%

Figure 2: Age of the Growing Hispanic Population

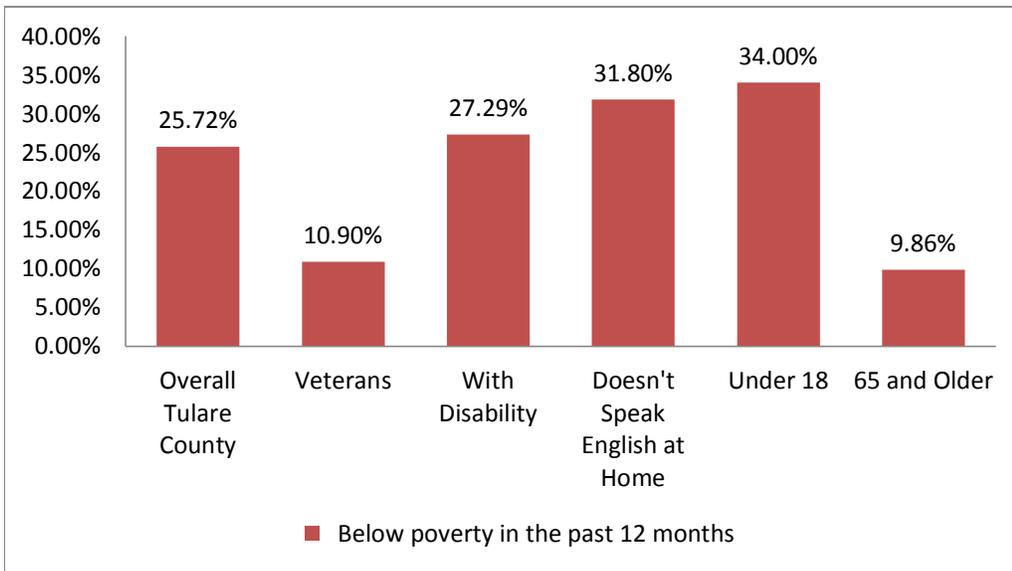


⁵ (California Employment Development Department , 2013)

⁶ (American Community Survey, 2011)

⁷ (American Community Survey, 2011)

Figure 3: Poverty Status for Various Groups⁸



One large challenge faced by Tulare County is its low educational attainment rate. Table 4 lists the percent of the population over 25 in Tulare County and the State of California that are at the various educational attainment levels. As shown below, Tulare County exceeds the state for the lower levels of education and falls far behind the state for bachelor's degrees and above.

Table 4: Educational Attainment -Tulare County and California⁹

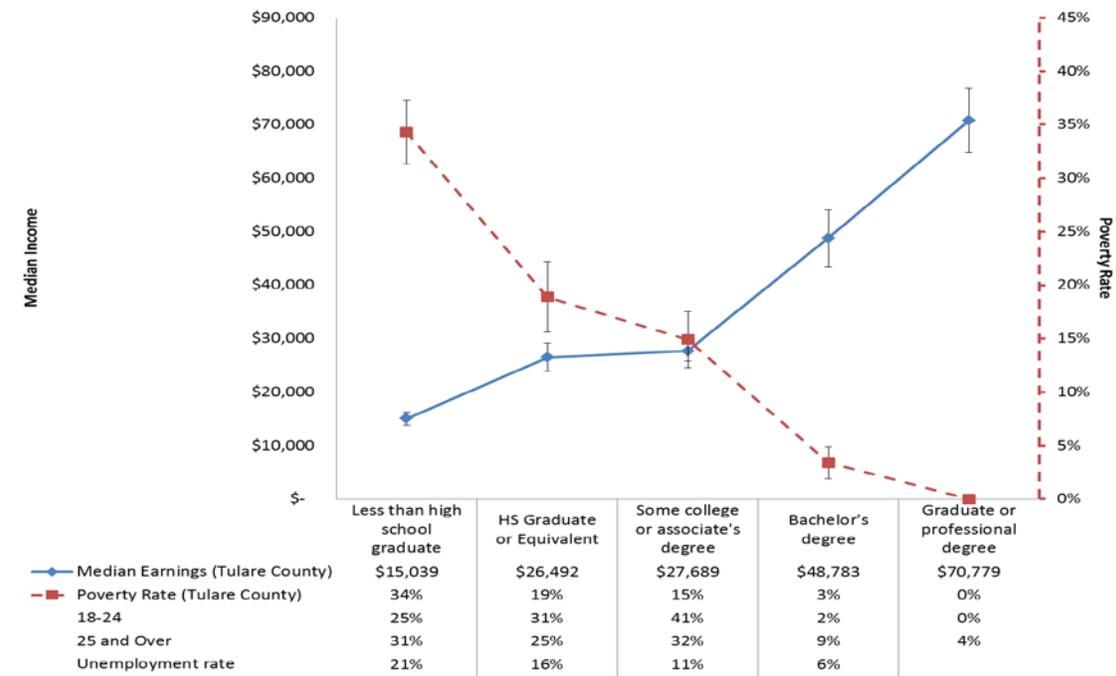
% Population 25 years and over	Tulare County	California
Less than 9th grade	19.4%	10.3%
9th to 12th grade, no diploma	11.3%	8.6%
High school graduate (includes equivalency)	24.5%	21.1%
Some college, no degree	25.5%	22.1%
Associate's degree	6.5%	7.7%
Bachelor's degree	8.8%	19.2%
Graduate or professional degree	4.0%	11.1%

⁸ (American Community Survey, 2011)

⁹ (American Community Survey, 2011)

The low levels of educational achievement are directly related to the high poverty rates in the County. As demonstrated in Figure 4 the educational level attained by a Tulare County resident is directly correlated to income and is a key indicator of whether that person will live in poverty. The figure shows the poverty rates and median incomes for the various level of educational attainment. Educational attainment is also correlated with unemployment rates in Tulare County. As shown, those with a bachelor’s degree have half the unemployment rate that those with some college or an associate’s degree and are much less likely to be unemployed than those with a HS diploma or less.

Figure 4: Median Income and Poverty Rate vs. Educational Attainment¹⁰



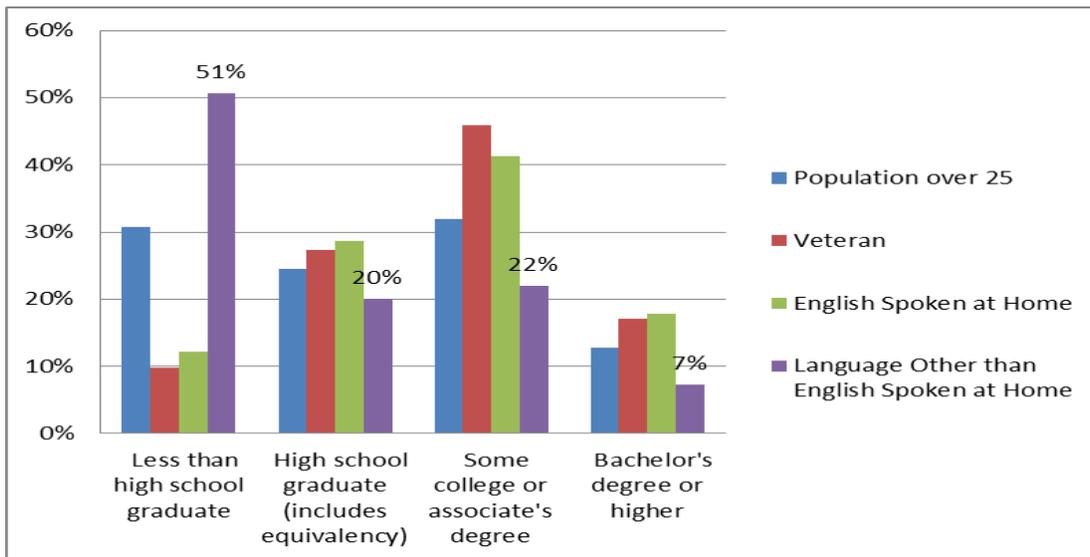
Educational attainment levels vary by based on characteristics of the population. Figure 5 shows the educational attainment rates for various groups in Tulare County. A leading indicator of educational attainment level is the language spoken at home. Of those that speak a language other than English at home, 50.7% have less than a high school diploma, are less likely to high an education beyond high school, and 31.8% live below the poverty line. Upon closer look at the language data, while 90% of the immigrant population does not speak English at home, 41% of the US citizens that are county residents do not speak English at home. Language spoken at home is not an indicator of whether a person considers themselves to speak English very well, in fact, according to the American Community Survey, approximately 96% of Tulare’s US citizen population rates themselves as speaking English very well. More research is needed to determine whether there is a language skill deficiency for this population (although they rate themselves to speak the language well) or if there are other factors such as the cycle

¹⁰ ((EMSI), 2013), (American Community Survey, 2011)

of poverty, in these homes that leads to the low educational attainment and high poverty level. Regardless, the correlation between language spoken at home, educational attainment, and poverty status is clear. (American Community Survey, 2011)

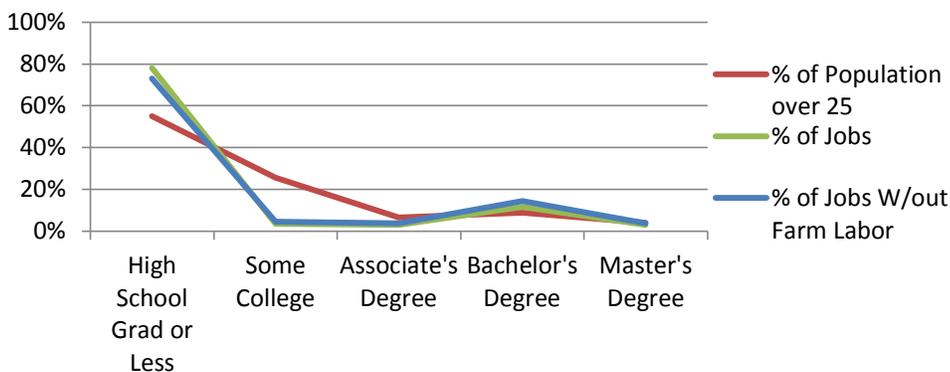
The Agriculturally based economy in Tulare County is largely centered on low-wage, low-skill jobs. The county has low educational attainment and this is what is demanded by the significant majority of occupations in the County. Figure 6 shows the number of occupations that require the various educational attainment levels versus the educational attainment of the population in Tulare County. Demand for low-skill workers outweighs supply. Individuals with bachelor's degrees are the other area where there is an under-supply.

Figure 5: Educational Attainment by Group¹¹



The overall low-educational attainment in the County fails to attract businesses that require higher skilled workers and the opportunity for growing-our-own business leaders is lost. The WIB takes the view that improving the skill level in the county leads to great job growth in higher-skill, higher-wage occupations. The Tulare WIB uses a sector based strategy to focus on high-growth industries that drive the economy and offer the potential for living-wage occupations that will grow the region's economy. Additionally, the WIB is focusing on entrepreneurship to "grow their own" economic leaders through partnerships with the Tulare County EDC and the Visalia Chamber of Commerce.

Figure 6: Occupational Demand for Educational Attainment vs. Educational Attainment in Tulare County



There are many challenges associated with the local area population attaining the education, skills, and training needed to obtain employment. Transportation within the County presents a challenge since it is rural and geographically large. While there is a rural public transportation system, it is unreliable and takes a long time to get from point A to point B using the system. If a person must rely on public transportation, many jobs are out of reach as are training programs. First, the transportation is not widespread and may not stop near a place of employment or training center. Second, unreliable schedule makes it difficult for a person to retain employment if they are unable to arrive at work on time. Another challenge is the lack of educational resources. While there are four Adult Schools and two Community Colleges in the county, there are no 4 year public institutions. Individuals pursuing a bachelor's or masters' degree must leave the county to do so or pay the very high tuition cost at the one local private 4-year college. The overall health of the population as well as lack of access to care is a challenge. According to a study released by the Robert Wood Johnson foundation, Tulare County ranked 49th healthiest County, out of the 57 counties in California. The study looks at both health outcomes and health factors. The Health Factors ranking looks at health behaviors (ex. obesity rates), clinical care (ex. number of physicians), social and economic factors (ex. Unemployment, violent crime rate) and the physical environment (ex. Air quality, drinking water safety). When looking at health factors alone, Tulare County is ranked 57 out of 57 counties in the state. (Robert Wood Johnson Foundation, 2013)

The WIB relies upon occupational data gather from EMSI combined with information provided by its industry sectors to determine skills gaps. As described in section 4.1, the WIB partners with local industry to fill these gaps using group sized training, OJTs, incumbent worker training and ITAs. To further understand the County's and Valley's skills gaps, the Central California Workforce Collaborative CCWC and the Community College Central Region Consortium contracted with Applied Development Economics to conduct the detailed analysis required by the Workforce Training Act. This study will be funded using a cooperative Rapid Response Additional Assistance Grant awarded to the CCWC as well as funds from the Central Region Consortium. It will build upon the work conducted by the CPSJV and will provide an updated, current regional and local response regarding workforce skills and knowledge gaps, employment related needs of target populations, and an evaluation of underemployment and jobs that can provide economic security. The analysis will be completed as of September 30, 2013.

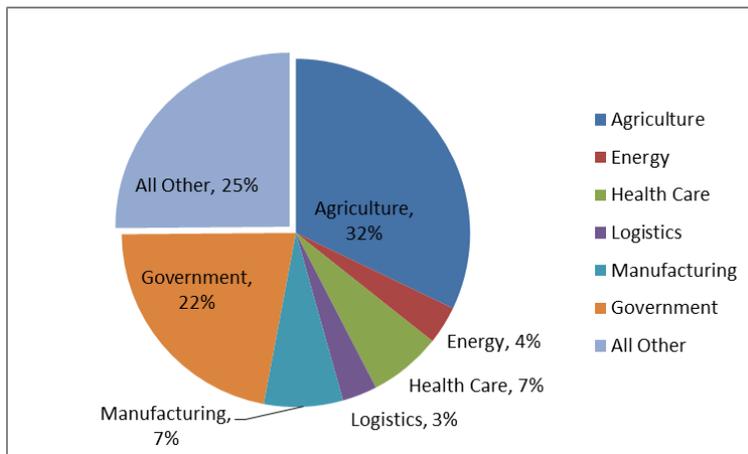
2.3 The Priority Sectors

The Tulare WIB focuses on 5 high-growth, high-demand industry sectors:

1. Agribusiness
2. Manufacturing
3. Health Care
4. Logistics
5. Energy/Green Industry

In order to identify the priority sectors, the WIB looked to the California Partnership for the San Joaquin Valley (CPSJV) which conducted a sector analysis in 2005 and recently completed an update to this analysis in 2012. The Tulare WIB used both the CPSV analysis of the Central Valley's economy as well as

its own economic analysis. Overall, as shown in Figure 7, the priority sectors account for 75% of the county's jobs.



The Partnership for the San Joaquin Valley Cluster Analysis

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

The CPSJV recently commissioned an update to their 2005 cluster study of the Valley. The 2012 study, *Regional Industry Cluster Analysis and Action Plan (Plan)*, analyzed the region's major economic clusters of Agriculture, Health and Wellness, Manufacturing, Energy, and Logistics, and added two (2) additional clusters due to their growth potential and importance to the region; Water Technology and Public Sector Infrastructure. According to the Plan, the clusters represent 52% of private sector employment in the region, but were responsible for 73% of private sector job growth. While the economy in the region experienced some minor growth during the past two (2) years, it was especially hard hit by the Great Recession.

According to the Plan, the valley experienced rapid job growth from 2004-2007, but during the economic downturn, between 2008 and 2010, 92,000 jobs were lost. (For a detailed cluster analysis of each cluster, refer to attachment x). The Plan also highlighted the Valley's inability to capture the economic "value chain" of goods flow movements resulting in a leakage of economic potential, as well as a leakage of skilled workers who commute to jobs located outside of the Valley. To address these issues, a high level implementation blueprint has been included in the Plan with a focus on collaboration at a regional level.

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

- The CCWC will work with the CPSJV to review Plan findings and recommendations and seek opportunities for alignment with existing work plans.
- Each LWIA will be able to align, as appropriate, the unique workforce needs of their county (augmented by their own local employment and training survey) with the regional plan. Additionally, they can provide advisory support on local stakeholders to be engaged in Plan implementation, as well as key local issues to be considered.
- Communication will be enhanced around cluster-focused issues to build scale at the regional level. The LWIAs will frame the unique needs of their county, the CCWC will roll this up to a regional scan of the workforce issues and opportunities, and the CPSJV will provide systemic linkages between economic development, education, and workforce development partners (Central California Economic Development Corporation, CCWC, Central Region Consortium, C6, universities).
- As systematic linkages are strengthened, the members of this partnership will be positioned to reduce leakage, both in goods movement and workforce.
- The CCWC will braid the finding and suggestions of their commissioned Regional Infrastructure Plan as a Cluster Strategy for this workforce.

The Sectors in Tulare County

Tulare County's economy is a microcosm of the Central Valley's Economy. The county's economy generally follows the trends seen when the Central Valley is viewed in aggregate. This section concludes with industry snapshots of each sector for the County. The five sectors are determined based on the NAICS codes identified by the CPSJV Cluster Analysis and some of the clusters have overlapping NAICS due to the nature of the industry. For example food processing is categorized in both the manufacturing cluster and the agricultural cluster.

Manufacturing Cluster

As in many regions, manufacturing is a source of family-sustaining-wage jobs and is an important component of each of the other clusters in the valley. The CPSJV Cluster identification for Manufacturing includes slight overlap in the Health Care, Logistics and Energy clusters due to small sub-sectors that can be categorized as more than one sector such as pharmaceutical manufacturing or truck manufacturing. The overlap with these sectors is negligible, representing a total of approximately 65 jobs between the three. However, overlap in the Central Valley between the Manufacturing Sector and Agriculture is more significant with 60.7% of manufacturing jobs overlapping with Agricultural Sector. (ADE, 2012)

In total, the manufacturing cluster accounts for 8.1 percent of total jobs in the region and for 7.8% of jobs in Tulare County. The valley experienced job losses in this cluster, decreasing by 9.3 % (ADE, 2012) in the county and by 7.5% ((EMSI), 2013) in the County, a much lower loss than the state as whole which experienced manufacturing job losses of over 30% (ADE, 2012).The good news is that according to EMSI estimates for the cluster, while growth is not expected in the Central Valley as a whole, job decline is expected to slow to 0.5% from 2010-2020 however in Tulare County, the sector is expected to grow by

10.6%. The Central Valley region has a location quotient for this cluster of .99, meaning the employment concentration is similar to that of the state (ADE, 2012). The CPSJV cluster report identifies 6 components: Food Processing and Agriculture Support, Medical Device Manufacturing and Pharmaceuticals, Logistics Manufacturing, Energy Equipment and Petroleum Production, Water Flow Technology, and Diversified Manufacturing. The bulk of manufacturing jobs (63%) in the San Joaquin Valley are related agriculture (ADE, 2012). Most of the components experienced a decline in job growth however Food Processing and Agriculture related manufacturing experienced a growth of 2,717 jobs (4.4%) and energy equipment and petroleum production grew by 658 jobs (58.7%) from 2001 to 2010 (ADE, 2012).

Agricultural Cluster

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

The agricultural cluster, while the largest economic driver in the region has not experienced significant job growth during the past decade. The industry as a whole has grown in terms of dollars however the number of jobs has not matched the fiscal growth. Employment in the sector is affected by a number of factors such as new technology and immigration issues. There are a total of approximately 280,905 jobs in the cluster across the valley when considering the entire cluster, including overlap with the manufacturing cluster. The cluster accounts for 23.1% of regional employment in the Valley and grew by 2.9 percent between 2001 and 2010 (ADE, 2012). In Tulare County, the cluster accounts for 41% of employment (32% when excluding agriculture-related manufacturing jobs) ((EMSI), 2013). Of the four components in the cluster, distribution has had the largest job growth with an increase of 27.5% from 2001 to 2010. The next largest growth components are Processing and Packaging then Support experiencing job growth of 8.8% and 2.9% respectively while production jobs have decreased over the same period by 6.6%. It is good news that processing and packaging grew during the period of 2001-2010 since these jobs represent value added activities that occur in the Valley and add significantly to overall economic growth. (ADE, 2012) Overall, when compared to cluster job growth in the Valley compared to the State, the Valley had more of an increase in jobs for this cluster compared to the state as a whole. Additionally, the cluster was responsible for 19.7% of the job growth in the region between 2001- and 2010 (ADE, 2012) and is expected to grow by 10.2% in Tulare County from 2010 to 2020 ((EMSI), 2013).

Energy Cluster

The SJVP report for the Valley divides the Energy Cluster into 9 components: Alternative Energy Distribution, Alternative Energy Generation, Energy Efficiency, Equipment Manufacturing, Petroleum

Production, Petroleum Distribution, Power Generation and Transmission, Energy Related Research and Energy Related Services. The energy cluster makes up 2.7% of total employment in the Central Valley. (ADE, 2012) In Tulare County it makes up 6.1% of jobs ((EMSI), 2013). Overall, the energy cluster has shown a loss of employment, largely due to losses in the Energy Efficiency component which includes residential and commercial electrical, plumbing, HVAC and insulation contractors; all professions that were affected by the recession in the Valley. Excluding the Energy Efficiency Component, there was a 15.4% increase in jobs for the cluster from 2001-2010 in the Valley (ADE, 2012) but a decrease of 5.7% in Tulare County ((EMSI), 2013) – likely due to the sharp decline in the residential and commercial real estate markets. The state, as a whole, lost jobs in the Energy Cluster however, the Valley showed lower rates of job loss and many of the components of the cluster grew compared to the state average. According to estimates for 2010-2020, the cluster is expected to grow in the valley by 18% as a whole, including the energy efficiency cluster (ADE, 2012) and to grow by 22.4% in Tulare County ((EMSI), 2013).

Health and Wellness Cluster

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

The cluster is made up of five components: health care delivery, medical device manufacturing, pharmaceutical manufacturing, supplies and service, and wellness and fitness. The SJVP report states that the cluster employment accounted for 10 percent of overall regional employment but 54 percent of job growth from 2001-2010 in the Central Valley (ADE, 2012). In Tulare County the sector represents 7.6% of all jobs with expected growth of 19.5% ((EMSI), 2013). Across the region the cluster had 128,000 jobs and the bulk of the 22,700 additional jobs from 2001-2010 was in the health care delivery component (ADE, 2012).

Logistics Cluster

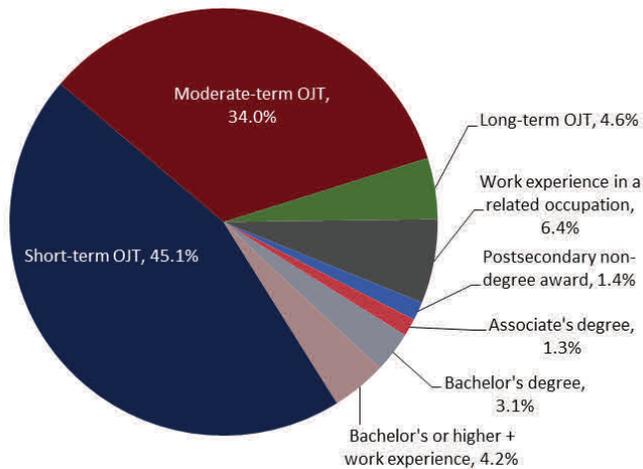
The Central Valley is ideally located to serve the western seaboard as a distribution hub. The comparatively low cost of land and a location within the 1-day-250-mile- turnaround distance for distribution over 30 million California consumers, places it as an ideal locale for retail and supply distribution centers. Additionally, being among the primary production regions for the nation's food supply, an effective and robust logistics and distribution system is not only essential to the region and State's economy, but the Nation's as well. There are challenges with goods movement in the region including the contribution to poor air quality and a depreciating transportation infrastructure. As

addressed in the CCWC Public Infrastructure analysis conducted by Applied Development Economics, there is an estimated \$10.5 billion that will be invested in the region's non-rail transportation system and an estimated \$86 million in rail transportation (excluding high speed rail) making up 30 percent of total public infrastructure investments. This investment will prove critical to the region's economy as 44 percent of the region's job were associated with goods-movement dependent industries. More than 90 percent of goods movement in the Valley is done via truck transport which contributes to the poor air quality in the region. This presents a challenge given the expected 76 percent growth in the volume of goods by 2040 predicted by the San Joaquin Valley Interregional Goods Movement Plan. (ADE, 2012)

The SJVP report divided the logistics cluster into 7 components: Air, Rail and Water Transport, Truck Transport, Freight and Warehousing, Transit, other Transportation Services, and Related Manufacturing. In total, the cluster makes up 2.6 percent of total regional jobs. Total employment in the sector grew by 15.2 percent between 2001 and 2010 and accounted for 10.5 percent total regional job growth. (ADE, 2012) In Tulare County the sector experience a slight loss from 2000-2010 (affected by the recession and loss closing of warehouses in the County) but is expected to grow by 26.2% from 2010 to 2020. The sector makes up 4.4% of Tulare County jobs and has the highest expected growth rate of all of the sectors within the County. ((EMSI), 2013) The components that had the greatest job growth during the same period are Freight and Warehousing (29.7% growth) and Other Transportation Services (98.4%). According to EMSI estimates, job growth is expected to soar at 30 percent from 2010 to 2020 in the Central Valley which is the same projected growth rate for Health and Wellness, though representing a lower number of jobs than the Health and Wellness cluster. (ADE, 2012)

Manufacturing Sector in Tulare County

Total Jobs 2012	11,343
Industry Groups	116
Establishments	250
Expected Job Growth 2010-2020	



Top 10 Occupations by Number Employed

Occupation	2012 Jobs	Median Wages		
		Tulare Co.	CA	Nation
Food Batchmakers	747	\$13.82	\$11.40	\$12.23
Packaging and Filling Machine Operators and Tenders	677	\$12.19	\$11.09	\$12.32
Laborers and Freight, Stock, and Material Movers, Hand	515	\$9.94	\$11.83	\$11.42
Packers and Packers, Hand	409	\$9.16	\$9.35	\$9.55
Industrial Truck and Tractor Operators	387	\$13.13	\$16.12	\$14.43
First-Line Supervisors of Production and Operating Workers	372	\$23.12	\$26.20	\$25.80
Graders and Sorters, Agricultural Products	364	\$8.85	\$8.97	\$9.17
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	362	\$21.29	\$19.42	\$18.14
Heavy and Tractor-Trailer Truck Drivers	232	\$17.25	\$19.51	\$18.24
Maintenance and Repair Workers, General	219	\$15.77	\$18.23	\$16.84

Top 10 Occupations by Expected Growth

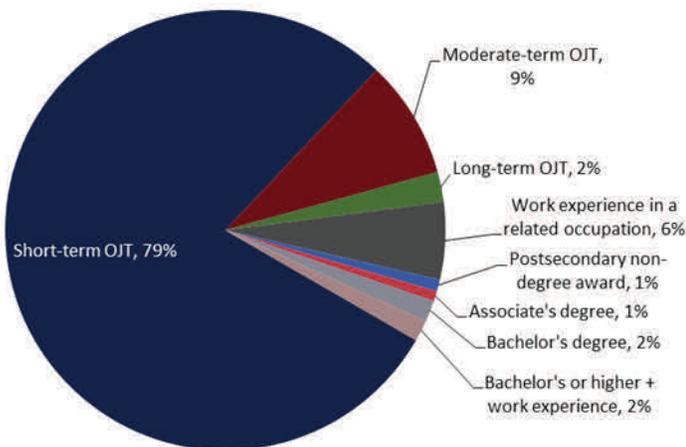
Occupation	2010-2020 Change	2010-2020 % Change		
		Tulare Co.	CA	Nation
Packaging and Filling Machine Operators and Tenders	222	36%	1%	0%
Food Batchmakers	192	29%	0%	4%
Graders and Sorters, Agricultural Products	126	45%	-5%	-3%
Laborers and Freight, Stock, and Material Movers, Hand	99	20%	-6%	0%
Industrial Truck and Tractor Operators	95	26%	-7%	0%
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	94	28%	17%	12%
Industrial Machinery Mechanics	91	50%	18%	20%
Mixing and Blending Machine Setters, Operators, and Tenders	52	26%	-2%	-2%
Packers and Packers, Hand	46	11%	-8%	-2%
Maintenance and Repair Workers, General	46	22%	-3%	0%

Agricultural Sector in Tulare County

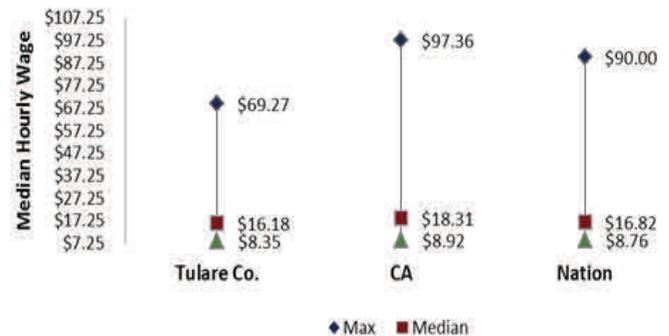
Total Jobs 2012	58,902	Expected Growth 2010-2012 in Tulare	11.7%
% of Jobs in Tulare county*	32%	Expected Growth 2010-2012 in Valley	7.2%
Number of Establishments	1,732	Average Annual Earnings for Sector	\$34,121

*This number excludes manufacturing sector jobs that are also a part of the agriculture sector as categorized by the CPSJV cluster analysis

Distribution of Occupations by Educational Attainment



Range of Median Salaries



Top 10 Occupations By Number Employed

Occupation	2012 Jobs	Tulare Co.	CA	Nation
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	26756	\$8.89	\$8.92	\$8.99
Laborers and Freight, Stock, and Material Movers, Hand	1950	\$9.94	\$11.83	\$11.42
Heavy and Tractor-Trailer Truck Drivers	1781	\$17.25	\$19.51	\$18.24
Graders and Sorters, Agricultural Products	1621	\$8.85	\$8.97	\$9.17
Packers and Packagers, Hand	1390	\$9.16	\$9.35	\$9.55
Cashiers	1048	\$9.16	\$9.81	\$9.05
Agricultural Equipment Operators	1010	\$10.79	\$10.62	\$12.13
Farmers, Ranchers, and Other Agricultural Managers	968	\$40.23	\$37.66	\$31.09
Farmworkers, Farm, Ranch, and Aquacultural Animals	843	\$18.94	\$10.83	\$10.62
Food Batchmakers	769	\$13.82	\$11.40	\$12.23

Top 10 Occupations by Job Growth

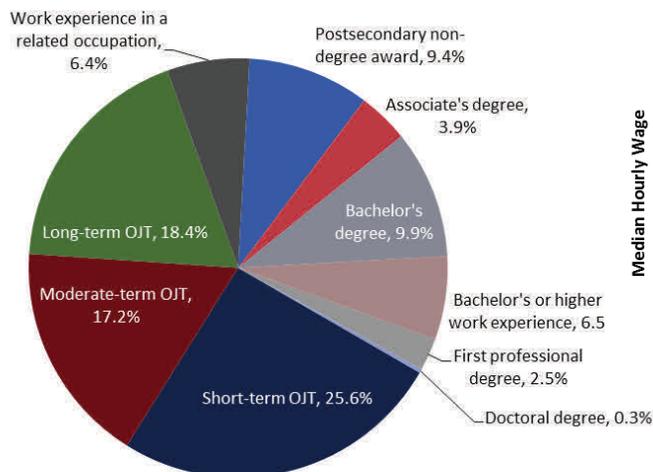
Occupation	2010-2020 Change	Tulare Co.	CA	Nation
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1164	4%	6%	6%
Heavy and Tractor-Trailer Truck Drivers	565	34%	25%	20%
Laborers and Freight, Stock, and Material Movers, Hand	503	28%	20%	21%
Packers and Packagers, Hand	283	22%	15%	14%
Packaging and Filling Machine Operators and Tenders	280	41%	9%	11%
Cashiers	245	25%	23%	10%
Graders and Sorters, Agricultural Products	213	13%	6%	6%
Food Batchmakers	194	29%	3%	5%
Office Clerks, General	178	40%	22%	25%
Industrial Truck and Tractor Operators	145	21%	12%	14%

Information included on this Industry Snapshot is taken from EMSI

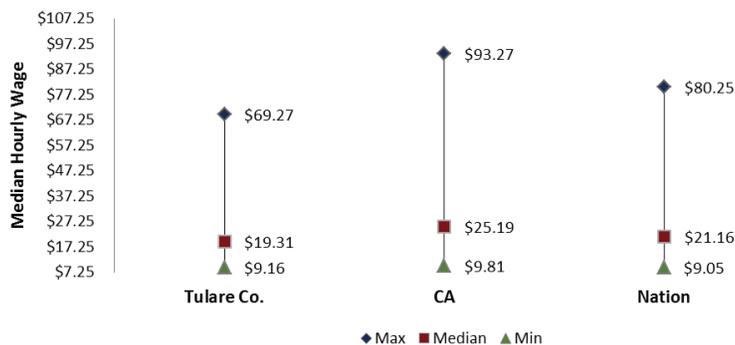
Energy Sector in Tulare County

Total Jobs 2012	8,889	Expected Growth 2010-2012 in Tulare	22.4%
% of Total Jobs in TC Total Jobs 2012	4%	Expected Growth 2010-2012 Central Valley	15.5%
Number of Establishments	650	Average Annual Earnings for Sector	\$48,811

Distribution of Occupations by Educational Attainment



Range of Median Salaries



Top Occupations by Number Employed

Occupation	2012 Jobs	Median Wages		
		Tulare Co.	CA	Nation
Electricians	289	\$24.37	\$28.75	\$23.71
Heating, AC, and Refrigeration Mechanics and Installers	237	\$18.84	\$24.35	\$20.86
Office Clerks, General	176	\$13.42	\$14.89	\$13.07
Bookkeeping, Accounting, and Auditing Clerks	173	\$16.83	\$18.98	\$16.70
Plumbers, Pipefitters, and Steamfitters	148	\$18.64	\$25.56	\$22.96
General and Operations Managers	144	\$41.22	\$52.88	\$45.74
Accountants and Auditors	137	\$27.79	\$32.92	\$30.22
Secretaries and Admin Assistants, <i>Except Legal, Medical, and Executive</i>	126	\$14.45	\$17.48	\$15.32
Customer Service Representatives	99	\$15.25	\$17.23	\$14.72
Legal Secretaries	91	\$18.59	\$23.55	\$20.41

Top Occupations by Expected Growth

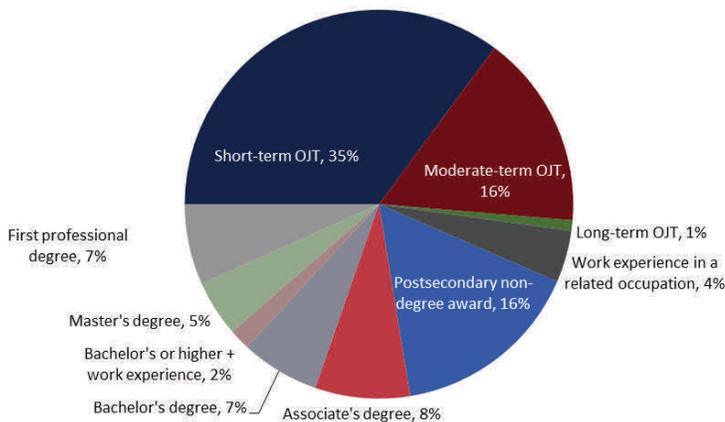
Occupation	2010-2020 Change	2010-2020 % Change		
		Tulare Co.	CA	Nation
Electricians	169	68%	23%	15%
Heating, AC, and Refrigeration Mechanics and Installers	134	72%	38%	36%
Plumbers, Pipefitters, and Steamfitters	84	67%	21%	21%
Industrial Machinery Mechanics	44	86%	36%	37%
Helpers to Electricians	42	58%	28%	14%
Office Clerks, General	36	23%	21%	19%
Sales Reps, Wholesale and Mfg, <i>Except Technical and Scientific Products</i>	31	51%	24%	9%
Bookkeeping, Accounting, and Auditing Clerks	23	14%	18%	16%
Telecom Equipment Installers and Repairers, <i>Except Line Installers</i>	19	86%	35%	31%
General and Operations Managers	18	14%	14%	13%

Health Care Sector in Tulare County

Total Jobs 2012	11,120	Expected Growth 2010-2012 in Tulare	19.5%
% of Jobs in Tulare county*	7.6%	Expected Growth 2010-2012 in Valley	7.2%
Number of Establishments	767	Average Annual Earnings for Sector	\$48,591

*This number excludes manufacturing sector jobs that are also a part of the agriculture sector as categorized by the CPSJV cluster analysis

Distribution of Occupations by Educational Attainment



Range of Median Salaries



Top Occupations by Number Employed

Occupation	2012 Jobs	Median Wages		
		Tulare Co.	CA	Nation
Home Health Aides	618	\$9.00	\$10.33	\$9.91
Medical Assistants	600	\$13.19	\$15.03	\$13.99
Nursing Aides, Orderlies, and Attendants	539	\$10.72	\$13.27	\$11.63
Registered Nurses	432	\$36.36	\$42.51	\$31.71
Medical Secretaries	379	\$14.37	\$16.35	\$14.93
Dental Assistants	365	\$15.41	\$16.90	\$16.42
Licensed Practical and Licensed Vocational Nurses	327	\$21.84	\$24.57	\$19.79
Receptionists and Information Clerks	286	\$12.36	\$13.38	\$12.35
Cashiers	231	\$9.16	\$9.81	\$9.05
Personal Care Aides	229	\$10.69	\$10.23	\$9.49
Billing and Posting Clerks	204	\$13.64	\$17.09	\$15.81
Dental Hygienists	184	\$43.29	\$45.71	\$33.31
Physicians and Surgeons, All Other	176	\$78.95	\$89.20	\$90.00
Office Clerks, General	175	\$13.42	\$14.89	\$13.07
Pharmacy Technicians	172	\$16.60	\$18.17	\$13.91

Top Occupations by Expected Growth

Occupation	2010-2020 Change	2010-2020 % Change		
		Tulare Co.	CA	Nation
Home Health Aides	192	32%	54%	53%
Nursing Aides, Orderlies, and Attendants	123	23%	26%	16%
Registered Nurses	121	29%	26%	25%
Personal Care Aides	86	38%	66%	57%
Emergency Medical Technicians and Paramedics	70	92%	58%	32%
Medical Secretaries	66	19%	31%	35%
Licensed Practical and Licensed Vocational Nurses	58	18%	26%	19%
Pharmacy Technicians	54	32%	28%	23%
Dental Assistants	53	16%	16%	19%
Receptionists and Information Clerks	48	18%	32%	29%
Retail Salespersons	39	43%	32%	18%
Dental Hygienists	38	22%	25%	25%
Office Clerks, General	32	20%	21%	21%
Social and Human Service Assistants	31	24%	12%	18%
Rehabilitation Counselors	30	21%	9%	18%

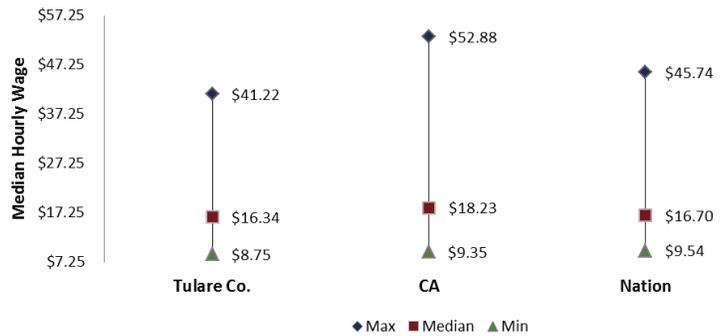
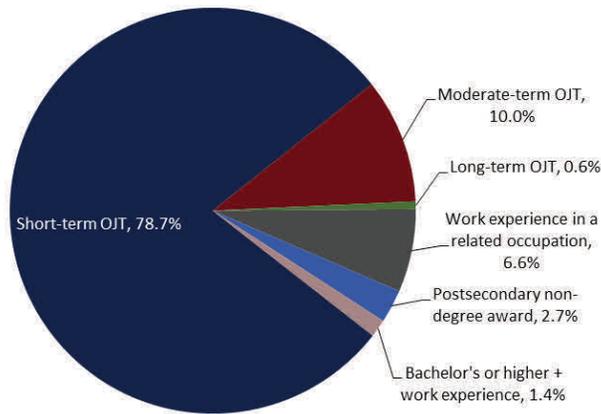
Logistics Sector in Tulare County

Total Jobs 2012	6,328	Expected Growth 2010-2012 in Tulare	26.2%
% of Jobs in Tulare county*	74.3%	Expected Growth 2010-2012 in Valley	25.8%
Number of Establishments	231	Average Annual Earnings for Sector	\$44,157

*This number excludes manufacturing sector jobs that are also a part of the agriculture sector as categorized by the CPSJV cluster analysis

Distribution of Occupations by Educational Attainment

Range of Median Salaries



Top Occupations by Number Employed

Occupation	2012 Jobs	Median Wages		
		Tulare Co.	CA	Nation
Heavy and Tractor-Trailer Truck Drivers	1237	\$17.25	\$19.51	\$18.24
Laborers and Freight, Stock, and Material Movers, Hand	661	\$9.94	\$11.83	\$11.42
Light Truck or Delivery Services Drivers	280	\$12.22	\$14.77	\$13.98
Industrial Truck and Tractor Operators	190	\$13.13	\$16.12	\$14.43
Packers and Packers, Hand	170	\$9.16	\$9.35	\$9.55
Stock Clerks and Order Fillers	117	\$9.80	\$10.98	\$10.52
Bus Drivers, School or Special Client	114	\$15.04	\$15.85	\$13.51
Shipping, Receiving, and Traffic Clerks	97	\$14.38	\$14.12	\$13.84
First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	89	\$20.44	\$21.75	\$21.43
Bus and Truck Mechanics and Diesel Engine Specialists	83	\$17.50	\$22.73	\$20.02

Top Occupations by Expected Growth

Occupation	2010-2020 Change	2010-2020 % Change		
		Tulare Co.	CA	Nation
Heavy and Tractor-Trailer Truck Drivers	560	52%	23%	21%
Laborers and Freight, Stock, and Material Movers, Hand	90	14%	17%	20%
Light Truck or Delivery Services Drivers	44	16%	2%	6%
Dispatchers, Except Police, Fire, and Ambulance	32	47%	18%	20%
Bus and Truck Mechanics and Diesel Engine Specialists	29	39%	22%	20%
Taxi Drivers and Chauffeurs	28	82%	46%	22%
Office Clerks, General	24	34%	18%	20%
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	22	31%	18%	19%
Bus Drivers, Transit and Intercity	20	34%	23%	16%
Cargo and Freight Agents	18	45%	22%	23%

Section 3 Business Services

The WIB of Tulare County believes that by supporting business, the WIB will help to improve the economy. One of its strategic priorities focuses on business:

Be the local leader for business expansion and retention services by connecting industry partners to resources and expertise that allow their businesses to thrive.

The WIB of Tulare County’s Business service strategy is to focus resources on priority industry sectors while incorporating business involvement with workforce initiatives. Businesses serve on the WIB’s sector committees and the board to advise the WIB and education partners on the training and other needs of the local labor force within the local high-demand industry sectors. Furthermore, local businesses provide hands-on training while WIA participants learn and earn on the job. Below is a chart that provides an overview of the WIB’s business service strategy.

Track employer workforce needs	Employer surveys
	Labor market information and analysis
	Sector Committee input
Integrate business services into One-Stop	Provide information and services at One-Stop Offices as part of the integrated One-Stop System
	Partner with SBDC to bring services into One-Stop
Leverage community resources to increase system capacity	Partner with ETP and other organizations to expand business services
Convene education and business	Bring together business and education through sector committees and the Board
Offer innovative training opportunities designed to improve the workforce to better meet the needs of businesses	Customized Training/ETP
	On-the-Job Training
	Individual Training Accounts
	Group Sized Training
Offer a Rapid Response program for businesses facing layoffs	Provide services to employees who are being laid off
Provide assistance to at-risk businesses	CMTC will conduct analysis and offer assistance to at-risk manufacturers
	Partner with SBDC to provide assistance for businesses
Recruitment Services for Businesses	Provide employee referrals
	Utilize Job Developers to assist with recruitment process
	Conduct customized recruitments
Provide information regarding incentive programs	Enterprise Zone
	Business Incentive Zone
	Work Opportunity Tax Credit
Special Programs	Blue Ribbon Business Mentors

3.1 Sector Committees

In place of a single board sub-committee for business services, the WIB uses multiple sector committees that focus on the WIB’s priority sectors. The two established and operational committees are Advanced Manufacturing and Health Care. The WIB has plans in place to expand the sector committees to include

a Logistics Committee, Agriculture Committee and Energy/Green Jobs Committee. These committees are made up of members from the business community and represent a cross section of the sector. The health care committee has representation from local hospitals, federally qualified health clinics, and the local public health agency. The advanced manufacturing committee has representation from food processors, packaging manufacturers, equipment manufacturers, dairy processors, and other technology manufacturers. The committees advise the WIB on issues relating to their industry and partner with the WIB in a variety of capacities. They act as the voice of th their industry and assist the WIB in preparing for future training and labor needs.

Additionally, the WIB uses its sector committees as a way to keep tabs on industry trends. An example of one such trend is in Health Care. Currently, there is an excess of new graduate RN's in the labor market. The committee advised that offering a perioperative nursing certification course would make these nurses more competitive in the job market. Through the sector committees similar trends can be identified to assist businesses facing changes in their industry that require new skill sets. The WIB can stay ahead of the curve and provide or seek resources for businesses to their workers instead of laying-off their workers when changes in an industry occur.

Health Care Sector Committee

Established in 2009, the leadership of the health care committee has led to the receipt of grants and to the implementation of an important annual community event. The WIB was awarded a \$1million Allied Health grant project in 2010 that was developed with guidance from the committee regarding local workforce needs. Another grant received by the WIB with the help of the committee is the Promotora Grant in 2011. That grant was a project that brought together CSU Fresno, College of the Sequoias and employers in Fresno and Tulare Counties to develop a locally recognized certificate program for Community Health Workers. Through their connections, an employer task force was established to advise CSUF Fresno faculty on the development of the certificate curriculum. This task force also assisted the One-Stop with placing participants in paid work experience that furthered their learning.

Additionally, the health care sector committee is responsible for establishing the annual Growing Health Leaders High School Career Conference that began in 2010. The career conference brings together current health workers employed in high-demand occupations and students interested in health careers. Students attend breakout sessions hosted by people currently in the careers most related to their interests. This event brings together schools from all over the county and is now seen as a keystone event for the education and health care community.

As part of the planning process, the Health Care Sector Committee was joined by local area K-12 partners and post-secondary school partners to discuss its strategy for the coming years. The committee has outlined 4 strategic goals:

1. Host Annual "Growing Health Leaders" Career conference in partnership with the Tulare County office of Education
2. Conduct an annual survey of local health care employers and trainers to gain insight on real-time local demand and supply for the industry.

3. Partner with Tulare County's Health Career Pathways Programs to coordinate work-based learning opportunities for area students.
4. Expand participation of local areas health care employers on the committee

The committee is currently in the process of setting a work plan for these strategic goals. The committee is passionate about "growing our own" health care workforce and sees it as part of their mission to work with the k-12 education system in order to do just that.

The Advanced Manufacturing Sector Committee

The Advanced Manufacturing Sector Committee, established in 2009 is made up of a cross section of manufacturers in the county. The committee meets regularly and has been an important voice for guiding training in the region focused on manufacturing skills. They designed a career lattice that shows career pathways for manufacturing in Tulare County. The committee was instrumental in initiating the WIB's first Employment Training Panel contract that developed and implemented the PLC/Motor Control training (discussed later in this section). Additionally, the committee is tied closely with the College of the Sequoias (COS) regional manufacturing sector efforts. Members have worked with COS on a regional skills standard and an industry/education convergence. These meetings are a part of a region-wide collaboration with the community college system to improve workforce training within the manufacturing sector.

The committee's goals are as follows:

1. Highlight the importance of manufacturing in Tulare County by establishing an annual Manufacturing Day event or program.
2. Communicate workforce needs of manufacturers to the community including educational institutions
3. Expand participation of local area employers on the committee

The committee is in the process of establishing a work plan to move forward on their goals.

3.2 Business Services and the One-Stop

The WIB integrates its business services into the One-Stop offices by offering the following services aimed at private sector companies:

- Custom recruitment services and utilizations of One-Stop space for sector based business that are new to the county or to current county businesses that are hiring ten or more people at one time.
- Full service pre-employment human resource services including acceptance of applications, pre-screening of applicants, initial first round in-person interviews and management of applicant interview flow.
- On-line job postings
- Rapid Response services in partnership with the WIB Business Services staff to businesses that are downsizing or closing

- Business referral to vetted non WIA partners that provide services not available through the workforce system.
- In partnership with WIB Business services staff, business referrals to vetted non WIA partners that provide services not available through the workforce system
- Promotion of the Sequoia Valley Enterprise Zone and hiring tax credits available to qualified businesses.

In addition to these services, the WIB ensures up-to-date labor market information on the priority sectors are available to business clients, job seekers and staff at the One-Stop offices. The WIB also communicates business needs identified through its sector committees to One-Stop staff. The largest aspect of business services in the WIB's One-Stops takes the form of job seeker services. By effectively serving job seeker clients to ensure a prepared workforce, businesses reap the benefit.

3.3 Business as a Partner for Training

The WIB of Tulare County has a strong history of developing OJTs and customized training programs while braiding resources through grant funds, education, and priority sector employers. From July 2012 through March 31, 2013 the WIB's Integrated One-Stop System developed OJT training agreements with 55 businesses in Tulare County. This resulted in a total of 132 WIA participants getting hired and being trained on the job. The success of the OJT program is an example of businesses engaged in both advising the WIB of its skilled labor force needs and providing the training. The WIB has gained notoriety within the state and the nation for its effective OJT program through the Department of Labor NEG OJT grant received from the State of California Employment Development Department (EDD). Because of its excellent history in maintaining a high performing OJT program, the WIB of Tulare County was selected by the EDD to receive two additional increments of NEG OJT funding. The program's effectiveness largely comes from experience. The WIB has continuously offered OJT's since the Job Training Partnership Act was designated in 1983 and sees them as an effective way to meet both employer and job seeker needs.

There are many examples of long standing partnerships between the WIB and local companies. One local company that has partnered with the WIB for many years is California Dairies. This company continues to use the Integrated One-Stop System to hire adult and long-term unemployed dislocated workers as machine operators, quality assurance technicians, and relief production workers offering healthcare benefits and high wages. A more recent partner is Bluescope Building North America who began working with the WIB in June of 2012. This company offers on-the-job training to WIA participants in well-paying jobs that offer healthcare benefits. Bluescope has hired and trained eleven individuals since June 2012 who are still employed and earning wages ranging from \$13.39 to \$21.29 per hour. Bluescope values hands on training and learning on the job for individuals with little or no work history, but demonstrate the aptitude to learn and work diligently.

The WIB has a directive to mitigate risk of dishonest employers associated with OJT's that provides guidance to its One-Stop Operator. The directive includes employer eligibility and outlines how to identify a pattern of failure for employers who terminate employees prior to the completion of the OJT. Through an OJT follow-up and retention process, the WIB has found employers to be good

partners that retain employees and do not abuse the OJT program. Even then, the WIB continues its process of checks and balances by reviewing all OJTs prior to contracting, maintains an OJT tracking system, and examines One-Stop Operator retention reports.

The WIB has a great reputation with local businesses as a result of the successful OJT program. The WIB plans to continue to offer OJT's as part of its plan and to continue to focus on the priority industry sectors.

3.4 Leveraging Resources to Gain Business Input for Training Design:

An effective strategy that the WIB employs and plans to continue to use is to utilize direct employer input for curriculum design. The strategy can be used in a variety of circumstances to ensure employers and the workforce is properly trained. The WIB used this strategy for their Employment Training Panel contract in the Manufacturing Sector, the Promotora Grant and the Health Care Career Conference.

A business services strategy the WIB uses to overcome skills gaps is to utilize the Employment Training Panel (ETP). The WIB's Manufacturing Sector Committee identified skills needs for their current workers. An ETP contract provides funding to businesses to train their incumbent workers in new industry skills that can lead to job retention and high wages. The Tulare WIB has served 16 local businesses and over 100 current employees through the ETP contract which provided funds to off-set the costs of job skills training necessary to maintain high-performance workplaces.

The ETP experience demonstrates how the WIB collaborates with business and the education community through joint planning, core competency identification and curriculum development. The Advanced Manufacturing Sector Committee identified skills gaps among the industrial maintenance mechanics employed at local manufacturers. Incumbent workers lacked skills related to troubleshooting Programmable Logic Controllers (PLC) and the basic knowledge related to electricity and motor controls. The WIB surveyed local employers about their PLC training needs. The survey also identified areas of training needed which included dairy foods lab skills, supervisory/leadership training, technical writing and basic computer skills. The information gained from the survey was used to develop an ETP application.

The WIB issued a request for proposals for training providers to provide the requested trainings using ETP dollars. College of Sequoias (COS) was selected to present much of the training and worked cooperatively with employers and the committee to develop the PLC/motor control curriculum as well as an assessment process to "place" students into classes relevant to the skills of the workers. Also, the staff of the Business, Industry and Community Services (BICS) unit at COS collaborated with multiple employers to create a supervisory academy for front-line manufacturing staff. The COS BICS also collaborated local dairy food processing employers to develop a dairy lab skills training curriculum.

This method proved to be effective for both the businesses involved and the education partner. It gave businesses the opportunity to train their workers to precisely meet their needs and it provided necessary feedback to COS faculty on needs of employers to effectively refine curriculum for this training as well as other related courses.

This type of collaboration was used in the Promotora Grant (described in section 4.2) as well as for the Annual Growing Health Leaders Career Conference. The Health Care Sector Committee members developed curriculum on customer service for health care workers aimed at high school students that was used for the Annual Growing Health Leaders career conference and was distributed to the local health career high school programs for use in the classroom.

The Tulare WIB, as part of its strategy, plans to continue to foster this type of close coordination between business and education. This collaboration is a great model for how a WIB can leverage non-WIA formula resources in order to enact change that has a positive impact for business, education and the workforce.

3.5 Training Strategies to Fill Skill Gaps

The WIB uses a variety of training strategies to fill skill gaps within the priority industry sectors. The strategies include On-the-Job training, group sized training, utilization of the Employment Training Panel to offer customized training (described earlier in this section), and individual training accounts focused on the priority sectors. For more information on each of these strategies, please reference the following sections:

- OJT: sections 3.3 and 4.1
- Group Sized Training: Section 4.1
- Employer’s Training Panel: Section 3.4
- Individual Training Accounts: Section 4.1

3.6 Rapid Response

The WIB utilizes rapid response funding to staff its business service team, manage its sector committees and to offer assistance to laid-off workers. As part of its business service offerings, the WIB uses a layoff aversion and business retention strategy that combines business visits, referral to a wide range of services provided outside the system, response to business needs for incumbent worker training, and provides information on local incentives such as tax incentives and the EDD’s Work Share program. When the Business Service team learns of a business in danger of layoffs, the team performs outreach to ensure the businesses they have information regarding WIB services. In response to businesses that need training the WIB can work with ETP as a multi-employer contract holder to assist the business in accessing training funds. Additionally, Tulare County is home to the newly designated Sequoia Valley Enterprise Zone which brings with it a wide array of business incentives including, but not limited to hiring tax credits for employees. Learning about these incentives can assist a business on the brink of layoffs. The WIB also maintains a partnership with the local Small Business Development Center that can assist small business in need of professional advice when faced with difficult times.

The WIB is beginning a partnership with California Manufacturing Technology Consulting (CMTC) to provide layoff aversion implementation services to manufacturers in Tulare County. The consulting services are designed to prevent layoffs by improving organization and industry productivity and global competitiveness. The services that may be available to manufacturers through CMTC include workforce training, process improvement, strategic and financial planning, quality management system design,

new product development and diversification of products, energy services, environmental services, and IT systems. The combination of services provided to a manufacturer will be determined based on their information gathered during individual company analysis.

While the WIB does everything it can to provide layoff aversion, there is still the reality of a weak economy in the central valley and the WIB must use Rapid Response to provide valuable assistance to dislocated workers and businesses. In the event of a lay-off, the WIB Rapid Response Coordinator takes a proactive approach to capturing dislocated workers by performing outreach rather than waiting for the affected employees to call. The Rapid Response coordinator meets with the business to determine the number of employees affected, date of lay off, and set a date(s) for Rapid Response briefing(s). The Coordinator strives to schedule the Briefing on site and just prior to the layoff date. The local EDD representative and One-Stop operator employees are members of the Rapid Response Team and attend the briefing. The briefing provides information regarding the full array of and information about how to open an Unemployment Insurance Claim.

Dislocated worker services include:

- Resume Workshops
- Interviewing Workshops
- Referral to agencies that can provide financial assistance and counseling
- Information regarding COBRA
- Assistance regarding UI Claims-always provided by EDD staff
- Enrollment into WIA for possible OJT referral
- Enrollment into WIA for possible OST activities
- Post WIA enrollment, assignment to a job developer/job coach team for concentrated job search activities

3.7 Collaboration with Registered Apprenticeship Programs

The Tulare WIB, in coordination with the Central California Workforce Consortium (CCWC), is currently working with the Department of Apprenticeship Standards (DAS) to develop a MOU to formalize its relationship and coordination of services. The CCWC will be meeting with the DAS and the Joint Apprenticeship Coordinators to discuss coordination of services so that individuals who are pursuing apprenticeship training will be able to seamlessly access WIB services. The coordination will to allow seamless transition for WIA clients who are interested in entering apprenticeship programs as well. The group has plans to meet during the summer of 2013.

The WIB will also be providing a group-sized pre-apprenticeship training in coordination with the National Joint Apprenticeship and Training Committee and the Fresno Area Electrical Training Center. For more information, please refer to section 4.1.

Section 4 Adult Strategies

The WIB of Tulare County’s goal for Adult Services is to ensure a well trained workforce that meets local business needs with a focus on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals and other at-risk populations. In order to do so effectively, the WIB uses a variety of approaches that focus on these individuals, on business needs, and educational offerings in the area. The Adult services strategy includes a combination of career counseling, in-demand career pathway program capacity expansion, methods to increase the number of individuals entering priority sector career pathway programs, layoff aversion and “earn and learn” models.

Below is a chart that includes various services and methods the WIB employs to meet its goals:

Career Planning	Career Mapping
	Career Counseling
	Work Readiness Certificate
Inform Job seekers	Provide information on career pathways
	Access to Job Postings
	Workshops related to job searching, career planning, and educational options
	Communication with educators to ensure effective and efficient training
Job Placement Services	Job Developers provide job search assistance
	OJTs
	Referrals to businesses
	Custom recruitments
Leverage Community Resources	Leverage Pell Grant and other funds to extend the capacity of WIB funds
	Apply for and support grants that align with WIB goals
	Offer access to and information about community resources within the One-Stop
Assist Special Populations	Provide services tailored for special populations such as veterans, older workers and individuals with disabilities
Support Services	Provide support services to WIA recipients
Training	Individual Training Accounts
	On-the-Job Training
	Customized Training
	Group Sized Training

4.1 Training

Training is an important part of the WIB’s strategy to prepare Tulare County’s workforce. The WIB has increased the number of underprepared job seekers who receive training by allocating 25 percent of its formula funds to training within the five priority sectors. The WIB uses formula funding to pay for group

sized training, on-the-job training contracts and individual trainings accounts. The WIB builds upon the investment of its formula funds with additional resources including Employment Training Panel funds(described in Section 3.3) and a total of 1.6 million dollars for a National Emergency Grant On-the-Job Training grant (NEG OJT) used to assist long-term dislocated workers. Through March 31, 2013, 624 adults and dislocated workers have received training services through ITAs, OJT, group sized training and OJT upgrades.

Group Sized Training

In order to increase the number of career pathway programs and expand offerings at the local community colleges, the WIB decided to use a portion of its training funds to contract with community colleges to provide group sized training. The Tulare WIB has used group sized training in the past to expand capacity and offer new training however during the fiscal year 2012-2013, the WIB implemented a new system to identify the trainings. A RFP was released to the community to seek proposals from educational organizations for the group sized funds. In the proposals, the organizations were required to demonstrate local workforce needs for skills and local business demand. Additionally, the organizations had to propose trainings that could be offered on a non-traditional schedule. The successful candidates turned to local employers, including the WIB's sector committees to determine what is needed in the county.

The trainings to be offered in program year 2012-2013 and program year 2013-2014 are within the industry clusters of manufacturing, healthcare and energy. The trainings will include, industrial maintenance, physical therapy aide, peri-operative nursing, and solar & alternative energy sales. These trainings add capacity to the current community college offerings and would not otherwise be available. Also, they will not follow the typical semester schedule offered at the community college. The trainings will be compressed allowing unemployed workers to select training at the community college with the added benefit of earning college credit which is often not an option for unemployed adults who need to return to the workforce quickly.

Another group sized training that will be offered is the pre-apprenticeship "Jumpstart" program. The WIB has an agreement with Fresno Area Electrical Training Center in Fresno in partnership with National Joint Apprenticeships and Training Committee (NJATC). The WIB plans to enroll 15-20 customers which will include 8 days of classroom instruction at our Visalia Employment Connection and 12 days of hands-on training at Fresno Area Electrical Training Center. They will receive training in sheet metal, plumbing and electrical. During their training they will receive certifications in forklift, OSHA 10 and CPR/First Aid. When they complete the Jumpstart program they can apply and be interviewed for acceptance into the apprenticeship program in sheet metal, plumbing or electrical.

Individual Training Accounts

Another way the WIB increases the skill level of the workforce is through Individual Training Accounts (ITAs). For program year 2012-2013, as of March 31, 2013 there have been 439 individuals that received training through ITAs. The ITAs enhance occupational and educational skills for an individual, which result in improved long-term employability, increased earning, and self-sufficiency. ITAs are offered in the local priority industry sectors to those individuals who need training to obtain secure employment.

Individuals seeking training are offered a set of tools so that they can make educated career and training decisions today that impacts their ability to earn high wages in the future.

On-the-Job Training

Another way the WIB expands occupational training is through its robust on-the job training program that is well established within the business community through long-term business partnerships and continues to establish new business links. On-the-job training is an important part of the WIB's ongoing strategy to meet business needs while serving job seekers.

The WIB's One-Stop Operator Business Resource Specialists are embedded within the business community and One-Stop Centers to serve both job seekers and business customers. This approach allows Business Resource Specialists to develop a link between the business' need for a candidate and the job seeker's need for a job. This "earn and learn" model was well established in Tulare County prior to WIA and has allowed the WIB to place 132 participants in a hand-on learn and earn on-the-job training in PY 12-13 alone.

The WIB expanded its capacity to offer OJTs with multiple awards of NEG OJT grant funding totaling \$1.6 million since July 1, 2010 targeting long-term unemployed displaced workers. The WIB will continue to offer NEG OJT training through March 30, 2014, although this date may be extended with additional funding. The WIB will continue to offer OJTs using WIA formula funds and additional resources it may receive since it is a very successful program.

The WIB also utilizes OJT upgrade training to assist incumbent workers advance with their current employer. Employers who participate in OJT upgrade training agree to train their worker for a position for which the worker is not skilled. The employer increases the worker's wage and provides an opportunity for advancement within the company. Prior to the OJT upgrade, the Business Resource Specialist conducts a skills gap analysis with the participant and reviews the skills required to determine the need and length of training.

ETP – See Business Services, Section 3.4

Additionally, the WIB leverages resources to expand its services offerings in "earn and learn" models by utilizing ETP funds. Please refer to Section 3.4 to see a description of the ETP program offered previously by the WIB. Due to the success of the current ETP program the WIB plans to continue to use ETP as part of its long term service strategy.

Flexibility

A significant strategy for 2013 is to offer job seekers, in particular unemployment insurance (UI) claimants, training with nontraditional hours and compressed schedules that allow students to complete training before UI and/or California Training Benefits are depleted.

The table below is a list of compressed trainings to be offered in 2013 within the industry sectors of manufacturing, healthcare, and renewable energy to meet business demand and bridge the skills gap faced by unemployed workers in Tulare County. These trainings are group sized training funded with WIA formula funds and leveraged grant funds including the High Growth Emergent Industries grant

from Kern Community College District and C6 funds from College of the Sequoias. The trainings were chosen through an RFP process. They were determined based on employer need and the evaluation panel included businesses that participate in the sector committees. This process ensured that the WIB is investing in high-demand training. The training scheduled for Physical Therapy Aide and the other courses listed below will not follow the typical semester schedule offered at the community college twice a year, but will offer alternative class times over a compressed time period. This alternative schedule allows unemployed workers to select training at the community college with the added benefit of earning college credit and the opportunity to more quickly return to the job market. Gaining college credit is significant for adult workers who will attend college for the first time. Counselors and One-Stop career coaches will plant the seed of lifelong learning and growing their skills to keep up with labor demand and technology.

Table 5: Compressed Group Sized Training Menu

Training Agency	Training Program	Industry Sector	Length of Training	Training Hours	No. of Trainees
Kern Community College District	Solar & Alternative Energy Sales	Renewable Energy	3 weeks	104	25
College of the Sequoias	Physical Therapy Aide	Healthcare	4-5 weeks	70	25
College of the Sequoias	Peri-operative Nursing	Healthcare	3 weeks	120	12
College of the Sequoias	Industrial Maintenance Training	Manufacturing	36 weeks	875	20
Fresno Electrical JATC IBEW No. 100	Electrical, plumbing, sheet metal workers	Pre-Apprenticeship	6 weeks	120	20

4.2 Leveraged Resources

The WIB also strives to leverage resources in order to expand training capacity in the region. Some examples of leveraged funding are the C-6 grant, Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant and Pell grants. The WIB works closely with the local community colleges to coordinate efforts and leverage funds to serve a greater number of customers. The WIB also applies for targeted population grants that complement its services. Recently, the WIB had the Promotora Grant, which developed a certification for Community Health workers. In the past, specialized grants have provided the opportunity to expand capacity at the local adult schools. The WIB

will continue to seek funds that complement its current services and partners with organizations that have aligned goals to ensure funds are leveraged to their fullest extent.

4.3 Career Planning

Career planning is an important part of WIB services. The One-Stop centers offer career counseling as well as a variety of assessment tools to allow an individual to explore the best career match for them and to develop a plan to achieve their career goals.

Through an objective assessment, One-Stop career coaches guide low-income individuals, women, minorities, public assistance recipients and individuals with multiple barriers to employment including older individuals, limited English proficiency individuals and persons with disabilities, by educating individual on the services available with the center and community. Together, they develop a plan called a “My Action Plan” (MAP) that meets the need of the individual who then takes responsibility to put the plan into action. Customers are encouraged to meet as often as they need with a Career Coach on a walk-in basis.

The MAP helps an individual to identify training needs and strategies to determine whether the individual is in need of training and if so, the type of training they’d like. Through the MAP process, the customer learns to access and utilize labor market information that includes demand for the desired training and/or occupation, wages, work environment, tasks, required skills, and education requirements for their desired occupation or job. During the process they are also introduced to ONET, an online career exploration and job analysis tool as well as the self-assessments available on EmployConnect.org. Furthermore, the WIB’s website is linked to ONET and provides job seekers a side-by-side analysis of skills they have and skills they need for a specific occupation providing a realistic skills gap analysis. These tools assist both the job seeker and career coach with determining the need for training. Each MAP is tailored to the individual customer. An example of the package of services that may be included in the plan include WorkKeys, Key Train, LMI for desired training, OJT, work readiness workshop, Job Squad, basic education, and referrals to other services.

All WIA clients seeking training are assessed with WorkKeys. WorkKeys is an assessment produced by ACT, the same company that produces the ACT college entrance exam. The WorkKeys assessment is designed to gage an individual’s level of “workplace employability skills” (ACT, 2013) in three areas: Applied Mathematics, Locating Information, and Reading for Information. Upon completion of the assessment, participants are given a National Work Readiness Certificate which identifies their skill level in the core subject areas. Career counselors will recommend remediation through the use of KeyTrain to individuals who want to improve their WorkKeys scores. KeyTrain is user-friendly software that reviews the core subjects to assist customers with raising their WorkKeys scores to more accurately reflect their skill-level.

4.4 Integrated Services

Information regarding how the WIB uses its integrated service delivery model to support specific populations such as veterans, people with disabilities, and older workers can be found in section 6.2.

Section 5 Youth Strategies

The Tulare County WIB has a history of implementing an effective and robust Youth services program. Community partners play a central role in the success of the programs as does an effective combination of services and an overall “grow our own workforce” strategy. The full listing of services and partners can be found in Appendix 7. The following is an overview of the Tulare WIB Youth strategy.

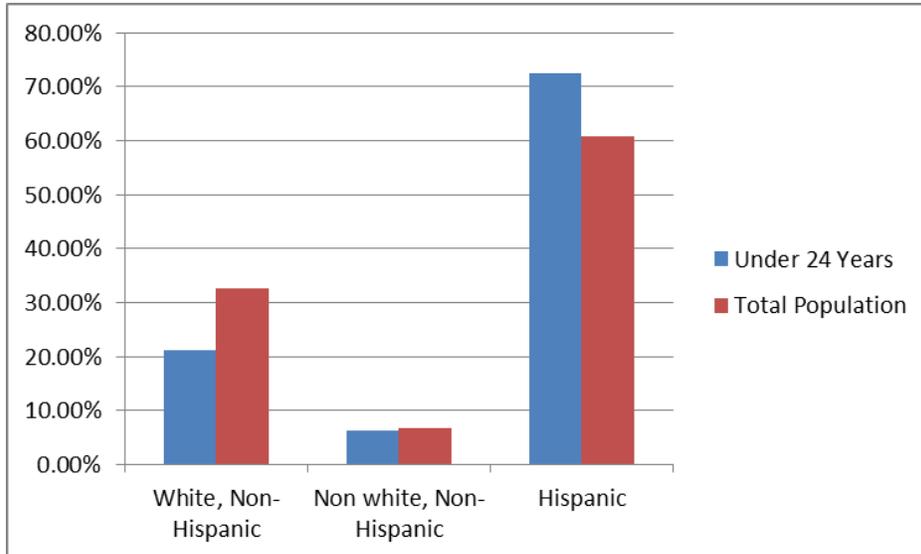
Tutoring, Remediation, and Secondary School Completion guidance	Literacy and numeracy skills tutoring
Tutoring, Remediation, and Secondary School Completion guidance	Study skills tutoring
	Secondary school completion
	School attendance improvement programs
	Dropout risk and prevention programs
	Alternative secondary school offerings
Career Planning and preparation	Career counseling and guidance
	Skill assessments
	Work Readiness Certificate
	Labor Market Information
	Career pathway information and guidance
	Work Readiness workshops
Work Based Learning	Unpaid internships
	Job shadowing
	OJT
	Integration with school related career pathways programs
Training	OJTs
	Group Sized Training
	Pre-apprenticeship
	Workshop on free on-line training
	Workshop on free on-line study tools
	Occupational skills training (ITAs)
Support Services	Work Experience
	WIA provided support services
Mentoring and Leadership Development	Leveraged community resources
	Adult Mentoring
Mentoring and Leadership Development	Leadership development workshops

5.1 Tulare County’s Young Population

High poverty, high unemployment, high teen pregnancy rates, gang activity, and lack of transportation and language barriers define the Tulare County Youth population. The age demographics in Tulare County differ from those of the State in that its population under age 18 years is above the State average. With approximately 33% of Tulare County’s total population is under 18 years of age

compared to 25% of the state population (US Census Bureau), the County has one of the youngest regional populations in California. Over 32% of those less than 18 years of age live below the Poverty Level. Additionally the demographics of the population in Tulare County are changing. The young Hispanic population is growing more quickly relative to other ethnic groups in Tulare County.

Figure 8: Ethnicity for Tulare County Population Under 24 and Population as a Whole



The unemployment rate for youth is much higher than the general population as they are now competing against adults for jobs that have traditionally been entry level jobs for youth. Additionally, inadequate transportation in a county that is largely rural in land mass is among the disadvantages of the poor and limits access to jobs, and educational opportunities that could increase their self-sufficiency.

Tulare County has emerged in recent years as fertile ground for a growing gang population. The state has identified Tulare County as a High Intensity Gang Activity Area (communities with the highest concentration of gang activity). The level of violence has escalated as the resources devoted to law enforcement have shrunk. Our younger youth and those at-risk are particularly vulnerable to the enticement of gangs.

Teenagers in Tulare County continue to hold the distinction of having the second highest birth rate, twice the state average, of any county in California over the past three years. While California’s teen birth rate dropped to a record low of 29 births for every 1,000 females ages 15-19, in Tulare County that rate was 62.2 births for every 1,000 females. (Norman A. Constantine, 2010)

High school dropout rates vary by school districts but overall three out of every 10 young people in Tulare County were not on target to graduate with their class in 2010. This number is dramatically worse for African- American, Hispanic/Latino and Native Americans populations, with just over half graduating on time. Tulare County’s dropout rate has been increasing since 2006 and now, at 17.1%, remains above the California dropout rate of 14%. Since 2007, the percentage of college-ready

youth in our county (25.7%) has declined and remains less than California (33.9%). Dropouts contribute heavily to California's growing prison population, high welfare costs, and critical shortage of skilled workers. Dealing with the dropout rate is a key to the future economy and quality of life in Tulare County. (California Department of Education, California Basic Educational Data System, 2013)

Limited English language skills are often a barrier for families that have immigrated to the valley in pursuit of seasonal agricultural work. Frequently parents do not fully understand how to navigate the educational system nor adequately advise their children on educational and career opportunities. This can have the effect of a young person getting off to a false start or not understanding the link between school and work or the value of identifying career goals or pathways and setting a course for transitioning to further education and careers after high school.

This may paint a rather bleak view of Tulare County, particularly since there are seldom enough resources to meet the need. However, historically, organizations in our county collaborate to bring multiple resources and expertise to address the issues.

5.2 Youth Council

The Youth Council is a sub-committee of the Workforce Investment Board that makes recommendations and informs the WIB on building and enhancing an effective youth service delivery system. It is the mechanism to ensure that appropriate stakeholders come together to identify and solve youth workforce investment challenges. The WIBTC Youth Council has established strategic goals intended to increase opportunity and achievement for youth to successfully transition into postsecondary education, advanced training, and other work-based training opportunities. To this end, the Youth Council creates community conversation, alignment, collective action and intermediary support for promising practices and collaborative behaviors. The four youth success indicators around which the Council works to create a network of support and community impact are:

- High School Graduation – Youth completes high school diploma or equivalent coursework and exit exam criteria as defined by State of California and or local district
- College Success - Youth enter post-secondary with or without the need for remediation and stay on path to obtain advanced skill certification or college degree
- Career Transition - Youth completes a locally approved program of study, course or pathway that prepares them for next level of training, education and/or employment
- Work Readiness - Youth demonstrates knowledge and skill to participate in entry level employment

The four success indicators continually overlap when providing opportunities for youth to successfully transition from high school to post-secondary or other training options. The Youth Council ensures all appropriate stakeholders are at the table thus encouraging community-wide collaborations. Services broadly encompass the areas of educational achievement (i.e. tutoring and basic skills remediation, career awareness and pathway options, college exploration and financial aid guidance), employment services (work readiness/retention skills, occupational skills training, work experience, OJT) supportive

services and leadership/ citizenship activities. Services are provided based upon individual interest and need.

Youth Council membership includes representatives from the following community stakeholders:

- Youth
- Education
- Business
- Justice
- Parent of WIA eligible youth
- Social Service Agency
- Community-based organizations serving youth
- Tulare County Housing Authority
- Community colleges
- School-to-Career staff from the Office of Education and local school districts

The Youth Council (YC) is primarily focused on strategic planning and making "community connections for youth". The YC recently developed the "Youth@Work" brand to designate youth services funded through the WIB. At the same time, the "Youth Connect Network" (YCN) was branded to identify the work being done to create community conversations, alignment, collective action and intermediary support for initiatives, promising practices and collaborative behaviors that increase opportunity and achievement for all youth. The YCN's goal is to assist youth in successfully transitioning into productive members of society by providing a coordinated system of community support. The key objectives for YCN are to support increased high school graduation rates, college access, career transition and work readiness. For more information about YCN programs, please see Appendix 8.

The YC envisions a system that integrates the themes of youth development with workforce investment activities and is responsive to the needs of youth. This system is inclusive of, but goes beyond WIA programs and funding. An essential component in realizing a comprehensive youth development system is ensuring that WIA youth programs work collaboratively with one another and with non-WIA youth organizations to maximize effectiveness and minimize duplication. The Council, through the Youth Connect Network, facilitates community conversations and collaborative behaviors that increase opportunity for youth to successfully transition to postsecondary education, advanced training, and other work-based training opportunities.

5.3 Youth Services Collaboration

The WIB and its Youth Council facilitate linkages with multiple youth organizations to broaden the scope of their work. Examples of partners are: Cal WORKS, Teen Parenting, city recreation departments, the Board of Supervisors, the TC Office of Education (School-to-Career), school districts (Academies and career pathways), community colleges, Chambers of Commerce, the County and City Probation, law enforcement, Tulare County Gang Prevention Taskforce, community based organizations, and private sector funded projects. The full range of WIA program elements is offered to eligible youth in Tulare County. They can be broadly categorized as: Academic services, Work Related services including summer programs and other services (includes supportive services, leadership, mentoring, etc.). For a comprehensive listing of WIA Youth @ Work and YCN services available to Youth in Tulare County, please see Appendix 7 and Appendix 8.

Cooperation through Referrals

The WIB programs work collaboratively with education and other community partners to identify youth who are not on track to graduate high school, high school dropouts, disconnected youth, and other youth with significant barriers to education and employment attainment. WIB programs will continue to focus a minimum of 50% of services on out-of-school youth. WIA programs use key indicators predictive of youth dropping out of high school to help schools identify at-risk youth for program referrals and dropout prevention. Youth are recruited to receive comprehensive services through WIA and/or partners and recruitment strategies vary depending upon the target group (i.e., in or out of school – younger or older). Recruitment strategies include partner referrals, direct marketing (newspaper, flyers), recruitment at concerts and other youth-related events, and informational workshops. With youth programs, one of the most successful recruitment strategies is word of mouth. Word of effective services received by existing participants spreads very quickly through the youth underground. Services are intended to engage or re-engage youth in skill building activities that support their successful transition to further education, training and/or employment. Youth staff work with partners to identify the risk factors specified in the “WIA Technical Assistance Guide” by using a youth referral form. The school referral form, completed by agency personnel identifies risk factors potentially leading to dropout or presenting barriers to education and/or employment. Indicators include, but are not limited to:

- Failure to be promoted to the next grade
- Credit deficient
- Poor grades in core subjects
- Low attendance
- Behavioral problems, which often reflect disengagement
- Other significant barriers to education and employment attainment (i.e. teen parent, foster youth, youth with disabilities, offenders, etc.)

Leveraged Youth Funds

Collaboration and leveraged funding are key elements in the operation of WIB-funded youth programs. Collaborative practices are in place and will continue with community partners in recruitment, referral for services, and in-kind services that leverage funding and increase service opportunities. Leveraged funding, through collaboration, comes from many different sources. Partners included are school districts, Tulare County Office of Education, CalGRIP, National Farmworker Jobs Program (through the local grant recipient/WIB partner – Proteus), Southern California Edison, Irvine Foundation, TC Board of Supervisors (BOS) general fund, WIA Adult programs for ITAs and OJT, after school programs, and a variety of smaller grants to assist with housing, energy, career transition and work readiness. All WIB-funded youth service providers must bring additional non-WIA funding to the table as a condition of contracting.

The Tulare County Board of Supervisors (BOS) provided funding to the WIB to operate a summer program. The program, called Career Connection (CC), is administered by the WIB and implemented by

WIA Youth Service Providers. It offers a link between academic and occupational learning by focusing on youth with clearly identified career goals and/or pathways. The CC Program targets at-risk youth, with an emphasis on rural communities where few work-based opportunities are available. This past year, 63 youth that had clearly identified pathways or career goals were placed on career related work experience assignments. Career Connection (CC) funding is non-WIA so it provides greater flexibility in terms of eligibility for services, which is very desirable in terms of reaching youth in need that might not otherwise be eligible. The WIB and the County BOS is interested in creating a “locally grown” pipeline of workforce talent. This program focused on careers available in the public section so all Career Connection participants were informed about County of Tulare jobs and career opportunities, hiring procedures and other related information. Whenever possible, CC youth were placed on work experience assignments with county departments that relates to their career of interest.

Another countywide YCN program is “Summer Night Lights”(SNL). SNL is a program that aims to curb violence and other negative activity by keeping selected parks and recreational facilities open during the summer months to provide safe, positive activities for youth and their families. SNL incorporates collaborative planning and leveraged funding from multiple partners throughout the County (WIB, BOS, city planning and recreation departments, Boys & Girls Club, CBOs, Sheriff, Probation, Family Health Care Network, a variety of civic groups, etc.). The program was sponsored throughout Tulare County in eight separate communities and the WIB anticipates the number of communities involved will continue to grow in coming years. WIB funding has, and will continue to provide staffing and work experience wages for youth hired to assist in implementing the various community events. The SNL youth workers (generally hired as Recreation Leaders) are typically enrolled in WIA and continue to receive services after the summer program completes. The goal is to transition them beyond the summer program to further education/training and/or unsubsidized employment.

New in 2013, the Youth Entrepreneurs Academy (YEA) is a partnership between the Visalia Chamber of Commerce and the Tulare WIB. The Visalia Chamber of Commerce received a grant from the US Chamber of Commerce to begin this innovative program designed for middle and high school students that have an interest in building their own businesses. YEA is a program designed by the University of Rochester to teach students how to start and build a business. The US Chamber of Commerce sponsors the implementation of this after-school program throughout the Nation. This program will help to train tomorrow’s Tulare County business leaders and is part of the Tulare WIB’s strategy to “grown our own”.

5.4 Youth and Career Pathways

The WIB understands that to have any chance of long-term success, demand-driven development efforts have to be tailored to the particular needs of communities being served, as articulated by those communities. The WIB’s youth programs are no exception and develops its programs with the priority sectors in mind.

Work Based Learning

Youth receive work-based-learning opportunities (WBL) such as field trips, meeting with individuals currently working in their area of interest, work experience and internships as a means to encourage and reward individual goal attainment.

Youth @ Work and YCN programs, primarily funded by WIA, currently partner with schools to provide work experience assignments to eligible youth in pathway programs in schools throughout the county. Health pathway students in Cutler-Orosi, Dinuba, Lindsay, Porterville and Tulare are placed on career related work experience sites within their communities. Agriculture pathway students in Tulare and Farmersville and Engineering and Performing Arts students in Strathmore and Porterville are also placed on career related work experience assignments. The Youth Council has begun to make in-roads with a Business pathway and a Law and Justice pathway, but these partnerships are in the early stages and require further development. Additionally, the WIB participates on the Porterville Pathways P8 Coalition Executive Council which serves as the advisory for the academy program in Porterville as well as a mentor Council for other school districts in the County who have or are interested in establishing career academy programs at their schools.

The WIB and Youth Council will continue to build on current collaborative efforts related to career pathways as part of its long term strategic plan. The WIB Sector Committees have stated a focus of “growing our own” workforce and are committed to working to improve career pathway programs alongside the Youth Council and its partners. The Health Care Sector Committee has set as part of its priorities, improved access to work based learning opportunities. The committee has decided to partner with the Office of Education and county school districts to develop a database of work-based learning placements needed for local pathways programs. This database will include the local employer requirements for students entering the WBL opportunities that will serve as a reference for schools and WIA Youth Service providers.

Assessments

Youth are assessed for their skill level and service needs (basic skills, education, work history, occupational skills, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), developmental needs, and supportive service) with an initial focus on setting short-term and intermediate goals that address barriers to education and employment. Assessment is however an ongoing process that continually looks at an individual’s needs and progress, then allows for setting new goals particularly related to identifying one or more postsecondary goals for students in the areas of education/training and/or employment. Older youth interested in on-the-job training or vocational training are given a Work Keys assessment to determine their skill levels related to particular occupations. WorkKeys is a national assessment used by many US employers to make hiring decisions.

Career Preparedness

Youth are different from adults in that they are just beginning their path toward a career. They need additional services aimed at preparing them for the workforce that goes beyond traditional education. WIB Youth services and its partners offer tutoring, credit recovery and study skills instruction to

students who struggle with staying in or returning to school to complete their high school diploma or GED. Additionally, the Youth Service providers offer career counseling, information on career pathway options, and workshops on financial literacy and life after high school. Work Readiness workshops and paid work experience assignments are a particularly strong incentive for engaging or re-engaging youth as well as providing the opportunity to explore careers and increase skills. Many of our disconnected youth are primarily interested in finding a job but often lack the skills to secure employment with self-sustaining wages. Much staff time and energy is spent on helping these youth find jobs and connecting them with opportunities for additional education or training.

Training for Youth

Older youth are eligible for OJT's, ITAs, group sized training or any other demand-driven training activities that are also available to adults. Please refer to Section 4.1, Adult Services for a comprehensive description of these services. Additionally, youth have the opportunity to participate in paid work experience as described in the Work Based Learning section above and as part of the Career Connection and Summer Night Lights programs.

Section 6 Administration

The Tulare WIB’s strategic priorities come together in the administration of their programs. The WIB is has a small administrative staff of 16 that manage and administer their WIA programs with a focus on these priorities. An underlying theme of all WIB services is “grow our own” to meet the needs of local employers. The WIB’s sector strategy drives investment choices and the WIB’s role as a convener in the community brings together education, industry, local government and community organizations at the One-Stop and in all of its programs. Effective, easy-to-access, tailored services, whether at the One-Stop or through the Virtual One-Stop, is at the center of the WIB’s priorities. The following is an overview of the WIB’s administration strategy.

Operate effective One-Stop Office	Ensure the One-Stop Office locations are an effective resource to the community
Integrate One-Stop Services	Incorporate required One-Stop partners seamlessly into One-Stop services
	Integrated customer pool that ensures all customers are registered
	An integrated customer flow that establishes a sequence of demand-driven, skill based, universal services
	An integrated staffing approach to provide the full array of One-Stop WIA and Wagner-Peyser services
Optimize resources through leveraging the a variety of funding sources	WIA
	Wagner-Peyser Act
	Older Americans Act
	Block Grants
	Veterans Employment Training funds
	Low Income Home Energy Assessment Program funds
Other grant funds as available	
Provide tailored services to special populations	Adults Dislocated Workers Individuals with Disabilities Older Workers Veterans Youth
MOU agreements with One-Stop partners	Ensure MOUs meet requirements and are up-to-date
Manage Employment Connection Council	Bring One-Stop partners together quarterly to meet as part of this governing body
EmploymentConnect.org	Virtual One-Stop
Prioritize Quality Assurance	Monitoring of programs and operations
	Customer surveys
	Performance reviews with contractors
	Effective procurement of services
Technical Assistance for contractors	Ensure contractors have resources they need

6.1 The WIB as a Leader, Collaborator and Convener

The WIB is the community leader on workforce issues in Tulare County. In Tulare County the WIB is seen as a resource to job seekers, disadvantaged youth and adults, individuals with barriers to employment, veterans, and businesses. The WIB actively works with organizations in the community to ensure coordination and cooperation on workforce and economic development issues and maintains working partnerships with a variety of organizations that are key community stakeholders in workforce development efforts in the region. The local newspaper turns to the WIB for up-to-date labor market information and the WIB maintains an active website, Facebook page and blog where community members access labor market data, articles relating to labor trends and resources available to job seekers and businesses, and information about training opportunities. Additionally, the local community colleges, local community based organizations, county departments, and health care organizations seek partnership on projects relating to workforce development and see the WIB as a way to strengthen funding applications. Also, the WIB is often asked to provide representation on a variety of advisory panels and leadership boards for community organizations. For a complete listing of these advisory groups please see Appendix 9.

The WIB's leadership in workforce development extends beyond the County borders. As an active member of the Central California Workforce Collaborative, the WIB has served as the lead on grant projects, most recently the \$8.2 million REI NEG. The WIB director, Adam Peck serves on the California Workforce Association's executive committee and his expertise is often sought by WIBs from around the state. The Board is also seen as a leader by the State Employment Development Department. In 2010 the EDD reached out to the WIB to solicit a project proposal surrounding Community Health Workers which resulted in the WIB's Promotora grant. Additionally, the WIB was recognized as a top performing WIB for the statewide OJT NEG project and has received additional funds for the project after being recognized as being in the top 4 performers in the state.

6.2 The IEESD One-Stop System: Integrated, Efficient, and Effective Service Delivery

In 2009 the WIB established an integrated service delivery system (ISD) in its One-Stop centers. The Employment Connection One-Stop ISD system encompasses cross-agency partners through a Memorandum of Operations. Access to services is also provided through the Employment Connection One-Stop (VOS) available at the agency website www.employmentconnect.org. Whether virtual or a brick and mortar site, the Employment Connection is a bridge spanning the gap between job seekers and employers. The trained and experienced professional staff offers one-on-one, same day career guidance. The goal for dislocated workers is: get the best successful job match before a customer's UI benefits are exhausted.

The principles of communication, cooperation and coordination are foundational to the Employment Connection Partnership as it strives for constant improvement. On-going training and staff development increase staff knowledge about programs and resources available through the One-Stop System. Through employmentconnect.org, staff refer customers to the wide-array of partner

resources such as LIHEAP, mortgage foreclosure prevention, rent/mortgage assistance, Section 8 housing, veteran services, farm-worker services and older workers services just to name a few. A full listing of One-Stop partners and services can be found in Appendix 5.

A History of Integration in Tulare County

In 2008, the WIB, through its Employment Connection Council, formed an ISD subcommittee to examine the twelve Learning Labs through on-site visits in Southern, Northern, and Central California, and also gleaned best practices and procedures posted on the California Workforce Associate's Learning Lab Wiki.

In 2009, the Employment Connection ISD subcommittee piloted its ISD customer flow model at the Porterville Employment Connection One-Stop Center. Managers and front-line staff went through a timed process of the welcome, registration, and career coaching sessions to get a feel of what the customer would experience. The pilot project was trial and error, took too long, and moved the customer from one person to another three times. The team went back to the drawing board to fine tune the process that is used today to serve a common pool of customers co-enrolled in WIA Adult/Dislocated Workers, WP, Veterans, MSF, and TAA.

Finally, the WIB and its Employment Connection System Partners launched the ISD model at four Employment Connection One-Stop Centers on July 1, 2009. Prior to Integration (PY 08-09) the WIB served 3,989 customers and in the first year of implementing the ISD model (PY 09/10) the WIB and partners registered and served 11,712 customers through its new ISD model. Because every customer counts toward performance, the WIB negotiated an adjusted performance rate with EDD. Another significant strategy put into operation to further the ISD model was the adoption of Geosolution's Virtual One-Stop System (VOS), an online paperless case management system locally branded EmploymentConnect.org.

One-Stop Operations

The One-Stop operator role is to promote the integrated service delivery in a safe nurturing and dynamic environment, promoting life-long learning using a demand-driven skill based approach to customer service. An organizational chart for the Employment Connection One-Stop Centers can be found in Appendix 3. The Employment Connection integrated service delivery system has three major components:

1. An integrated customer pool that ensures that all customers are registered;
2. An integrated customer flow that establishes a sequence of demand-driven, skill based, universal services for all One-Stop Center customers; and
3. An integrated staffing approach that provides services to the integrated customer pool as they are served through the adopted, integrated customer flow (see Appendix 3 for flowchart).

The One-Stop staff is divided into service delivery teams in order to offer efficient integrated services and high quality customer care:

The Welcome Team greets customers as they enter the One-Stop Employment Connection Center, provides individual or group overview of services, assists customers with self- registration on the Virtual One-Stop Employment Connection system and the Quick Guide Assessment, and offers customers the opportunity to register for WIA services. For customers who would like to receive services beyond Core, the Welcome Team determines WIA Adult and/or Dislocated Worker eligibility through the intake application in the VOS Employment Connection One-Stop System. Upon completion of the WIA Adult and/or Dislocated eligibility process, staff transitions customers to the Skills and Talent Team for individualized career coaching.

The Skill & Talent Team provides new customers individualized career coaching and objective assessments. Through the objective assessment process, the career coach and customer develop a MAP (My Action Plan) based on individual needs and goals. The career coach invites customers to return for additional core and intensive services as needed. The Skills/Talent Team provides workshops, one-on-one counseling, administration of ACT KeyTrain and WorkKeys, occupational skills training referrals and scholarships. WorkKeys is administered to assess job seekers' "Real World" job skills critical for success designed to measure job skills critical for job success and a Work-Readiness certificate is issued upon completion. KeyTrain is user-friendly software, to assist Employment Connection customers with raising their WorkKeys scores.

The Employment Solutions Team, through one-to-one sessions with customers, ascertains career and employment goals, determines if direct placement or job training is needed, develops an intensive job search plan, and conducts specialized workshops and job clubs. The Employment Solutions Team also markets individuals who need training to businesses to negotiate learn-and-earn job training opportunities. Employment Solution team members also market EmploymentConnect.org employer services, assist business with registration, posting job orders, and accessing EC job seekers' resumes to fill job openings. In addition, they develop OJT training agreements with employers based on required skills and job seeker skills gap.

The Customer Experience Team solicits customer feedback and provides guidance to management for streamlining of services, goal setting, and needed cross training for all One-Stop staff. This team consists of members from the Welcome, Skills and Talent, and Employment Solutions teams.

The Employment Connection Brand

One-Stop System services are intended to be "transparent" to customers meaning all customers will be treated similarly and served in a similar environment. To achieve that uniformity, One-Stop Operators identify themselves as "Employment Connection" regardless of which contractor operates the center. All outreach, publications, video, photography, signs, email accounts, business cards, and name badges reflect the Employment Connection system identity as agreed in negotiation.

One-Stop Centers

The WIB provides integrated services through its comprehensive Employment Connection One-Stop Centers in Visalia and in Porterville. The Visalia center is centrally located within the county and the Porterville center is in the south-east part of the county and includes the Tule River Indian Reservation. In addition to these locations, core and intensive services are provided in Dinuba and Tulare by contracted service providers, Proteus, Inc. and Community Services Employment Training (CSET). Customers from the additional resource centers who are determined to need training services are referred to the One-Stop Centers for ITAs and OJT services based on their Individual Employment Plan (IEP).

The WIB's Employment Connection facilities are open to all partners required by the law and to other key partners designated by the State as well as to any organization involved or interested in workforce development that want to make their services available and accessible at a facility in accordance with a written agreement with the WIB. One-Stop Partners services are coordinated by WIB staff.

Leveraged Resources Within the One-Stop

The WIB's fully integrated service delivery system, combines the various funding sources available through federal offerings that include but are not limited to: Carl Perkins Act, Welfare-to-Work, the Workforce Investment Act, Wagner-Peyser Act, Older Americans Act funds, Community Services Block Grant funds, Veterans Employment Training funds, and Low Income Home Energy Assistance funds (LIHEAP). These funds are and will continue to be augmented by the solicitation of private foundations, grants, national program grants and fee for service activities.

Special Populations

The Employment Connection One-Stop Center blends services for all target populations giving customers a sense of ease and seamless access to services. One-stop staff and partners are knowledgeable of all available services available through targeted funding geared toward specific populations such as veterans, migrant and seasonal farmworkers, and long-term unemployed dislocated workers, and older workers.

The One-Stop Center partners offer services to migrant and seasonal farmworkers (MSFW) through its partnership with the local EDD MSFW representative who goes out into the fields to reach out to farm workers. Proteus, the local recipient of a National Farmworker Jobs Program grant and a partner in the WIB's ISD system, offers English language and basic education skills, driver's education, truck driver training, and solar installation training in both English and Spanish. The EDD MSFW and Proteus staff provides services within the One-Stop Centers in Visalia and Porterville, and at the Dinuba Service Center.

The WIB offers WIA and Wagner-Peyser services in its integrated service delivery system to Unemployment Insurance (UI) customers. The WIB offers One-Stop services to dislocated workers using braided funding sources including WIA Dislocated Formula funds, the Additional Assistance-25 percent grant funds and the current NEG OJT Grant described in Section 4.1 as well as other grant funds as

available. The funding sources are managed at an organizational level so that services are seamless to the customer. One-Stop staff is highly trained to identify dislocated workers and displaced homemakers to complete the registration process that follows with a career coaching session and enrolment into WIA services. This begins the process of mapping each individuals' plan for services that may include services within the One-Stop Center as outlined in the comprehensive list of One-Stop services or services to other agencies. Recently separated veterans determined unlikely-to-return to their previous industry may be served as dislocated workers as well.

Providing services to veterans is important to the WIB. Veterans and qualifying spouses receive targeted services within the One-Stop and receive priority service. The WIB's integrated One-Stop includes partnerships with the local Veteran's Service Office. Veterans and qualified spouses are connected with a veteran employment service specialist who provides an orientation of One-Stop services and conducts a needs assessment. The specialist links the veterans to the services necessary. The Disabled Veteran Outreach Program (DVOP) provides job and training services for veterans with service connected disabilities. The Local Veterans Employment Representative (LVER) oversees the provision of veteran services including counseling, identifying training, job leads, and blending WIA partner services such as ITAs, OJTs, and supportive services. Additionally, there is an annual job fair held since 2001, targeted at veterans called "Veteran's Opportunity Day". The event is a community wide effort organized by the WIA One-Stop Centers and veteran support organizations that connects veterans and employers seeking to hire veterans.

As part of the WIB's priority of service, job orders are made available first to veterans and then after 24 hours to the general population. Basic program requirements are met as provided in the CFR 100.102, the order of precedence is:

- (1) Special disabled veterans;
- (2) Veterans of the Vietnam era;
- (3) Disabled veterans other than special disabled veterans;
- (4) All other veterans and eligible persons; and
- (5) Nonveterans.

If needs go beyond services offered under WIA, veterans are referred to the Veterans Service Office and veteran organizations within the county. These additional resources vary from cash aid to purchase of tools and also include health care, mental health care, food and shelter options.

One-Stop staff provides services to older workers through the Senior Community Service Employment Program (SCSEP) which is sponsored by Kings Tulare Area Agency on Aging. They have 12 slots a year to help older workers to find part-time work (18-25 hours a week) making \$8.00 an hour. Participants are placed with different non-profit agencies which help them gain new skills and how to deal with different types of people and situations. They can be in the program for four years. Job Developers also work with participants to find full or part-time unsubsidized employment.

The Ticket-to-Work program, operated by Tulare County Office of Education, is co-located at the One-Stop Center in Visalia. Ticket-to-Work is designated by the Social Security Administration as an Employment Network and serves customers with disabilities receiving SSI or SSDI between the ages of 18-64. The services to Ticket-to-Work customers includes job readiness, career counseling, preparation of resumes, application assistance, interview practice and tips, job search assistance, long term retention and advocacy with Social Security Administration, resources and support as needed, and benefit planning regarding work incentives provided under the ticket program.

One-Stop Memorandums of Understanding

Services provided at each of the Employment Connection One-Stop Centers are made available and coordinated through partner MOU agreements. The MOU matrix of services identifies services listed in the MOU's by each of the One-Stop partners. Although some of the services may overlap, services are provided at multiple geographical sites giving customers easy access. Additionally, the MOUs list a designee from each partner to the Employment Connection Council. As the State of California Employment Development Department implements the new California Workforce Services Network (CWSN), the WIB sees a need to update MOU's in 2013 to include the CWSN.

The Employment Connection Council

The Employment Connection Council (ECC) is made up of representatives from the partners of the integrated system. The chairperson of the ECC is a member of the WIB, and along with ECC partners and customer feedback, drive the ISD system. The onsite One-Stop integrated partner teams (Welcome, Skills & Talent, and Employment Solutions Teams) take on the ownership of evaluating customer services, making recommendations to the functional management team who then reports to the ECC that consists of designees listed in each of partner MOU's. The evaluation process is taken one step further through customer evaluations provided at various stages of services such as core, intensive and training. Customer evaluations and recommendations are presented to the ECC in order to provide guidance and support needed to implement recommendations from One-Stop staff members who work directly with customers. ECC support may include staffing, resources, approving changes in staff schedules, and or shifting resources where they are needed most.

A subcommittee of the ECC is the Integration Leadership Team that includes the ECC Chair, EDD Deputy Division Chief, EDD Kern/Tulare/Inyo/Mono Cluster Manager, EDD Tulare County Field Operations Manager, One-Stop Deputy Director, Porterville One-Stop Site Manager, Visalia One-Stop Site Manager, WIB Executive Director, WIB Deputy Director, and WIB Workforce Services Manager. This committee meets on a quarterly basis. In an effort to strive for continuous improvement, an ad-hoc subcommittee of the ISD leadership team is in the process of updating the Integrated Service Delivery Memorandum of Operations (MOO) entered into on July 22, 2010 between WIB and EDD. The subcommittee will work with the functional teams to make certain the MOO meets the needs of front line team members and the needs of the customers served.

EmploymentConnect.org

The WIB uses a web-based data management system in order to provide effective and efficient services to customer at the One-Stop offices and remotely. From the minute someone walks in the door and signs onto the system, Virtual One-Stop (VOS) System tracks every service provided. The system reports services delivered from any location, whether the customer is at home, or working with staff. Providing services online promotes customer independence and helps to increase performance levels. It is a data rich system. Rules embedded in the programming provide full accountability and improves overall performance

Case management functionality allows staff to automatically review and determine program eligibility, conduct common intake and program enrollment, record detailed case notes, complete Individual Employment Plans (IEPs), assist Veterans, provide referrals, track placement and outcomes, and much more. In addition, documentation is imaged into the system; therefore, hard files are unnecessary. Regular uploads to the state system with reviews ensure that required data is available in that environment. The system allows real-time tracking and reporting on program performance assisting with effective program management.

6.3 Quality Assurance

The WIB has developed a review process to ensure continuous improvement of One-Stop Operations that includes monitoring, a board committee dedicated to program effectiveness, monthly performance reviews with Adult and Youth service providers and customer service surveys. The WIB monitors the one-stop operators annually through formal reviews of both programmatic and fiscal aspects of the operations. Issues identified are brought to the attention of appropriate WIB staff that ensures corrective action is carried out. Follow up is conducted to validate the corrective action's effects. Increased experience with electronic case management makes available detailed monitoring of WIB programs. This allows early identification and interdiction of system errors to minimize negative performance outcome impact. The Monitoring Tool used by WIB staff to monitor service providers is available on the WIB's website, www.tularewib.org. The WIB's Program Committee is responsible for ensuring that performance is achieved. The Program Committee does so through a system review to ensure universal access and streamlined services.

WIB staff meets monthly with the One-Stop Operators to review and evaluate Adult service performance including both expenditures and outcomes. Additionally, WIB staff meets monthly with Youth Service Providers to review and evaluate performance. The purpose of these meetings is not only to track progress and pre-emptively identify problems but to provide on-going dialogue and technical assistance. This proactive program administration approach ensures that the WIB service providers deliver effective and efficient programs. Performance outcomes are evaluated against state negotiated performance standards. Additionally, to ensure quality service is provided to One-Stop clients, the Employment Connection Council monitors customer evaluation surveys on a quarterly basis.

In 2008 the WIB implemented the ACT WorkKeys Work Readiness Certificate to match customers' aptitudes to occupations, training opportunities, and employer job openings. WorkKeys was developed with national input of businesses, incorporating the skills the industries require for a successful employee. The WIB uses the –Big 3 assessments (Reading for Information, Applied Mathematics, and Locating Information). In addition to allowing One-Stop staff to provide high quality referrals to employer, the assessment serves as a way to ensure that customers receiving training services through the One-Stop System have the capacity to be successful in their training. Additionally, the Work Readiness Certificate is used by employers to determine if a prospective employee will be successful in position.

6.4 Technical Assistance

Beyond common measures, the WIB evaluates services and provide technical assistance using a four-fold approach that includes WIB-OSO Technical Assistance monthly meetings, One-Stop Staff training, One-Stop Team feedback, and customer evaluations. This approach helps to continuously improve services on a regular basis and services remain fresh.

The monthly onsite “WIB-OSO Technical Assistance” meeting with each of the One-Stop Operators includes expenditure reports, performance reports based on each of the elements of the performance operating plan, and information on news from the WIB. In addition to the monthly WIB-OSO meeting, training is provided to One-Stop staff. Examples of training include Tools for Transformation, Case Management & Occupational Skills Training, Virtual One-Stop; Scanning & Uploading Documents, Soup for Common VOS Errors, WIA Eligibility, and VOS Performance Reports. The WIB staff tracks trends in workforce development and the labor market and plans to integrate new One-Stop staff training including a workshop on free, online training opportunities that One-Stop staff can promote to One-Stop customers.

When reviewing OJT and OST contracts for final approval, WIB administrative staff provides immediate feedback to One-Stop staff. WIB staff provides feedback on both excellent work and any areas in need of improvement. This direct feedback on specific tasks serves to quality assurance of the on-the-job training program and provides technical assistance training to One-Stop Operator staff.

Perhaps most importantly, One-Stop customer evaluations allow the WIB and One-Stop staff to evaluate how they are performing through the eyes of the job seeker. Customer evaluations offer another qualitative viewpoint on whether WIB services are effective. These evaluations allow the WIB to see how it is performing in a way that numbers and other data do not show.

6.5 Procurement

The Workforce Investment Board of Tulare County is the responsible party for the disbursement of grant funds. The WIB uses a competitive process to award grants and contracts for activities carried out under this plan. The WIB contracts with One-Stop operators through a competitive bid process to operate the One-Stop centers. Details about the procurement and One-Stop Operator bid process can be found in Appendix 6 and on the WIB's website, www.tularewib.org.

6.6 Communication

Communication about WIB services, initiatives and successes is how the WIB conducts outreach to potential customers (businesses, job seekers, and youth), gains support for its initiatives, and develops new partnerships. In order to effectively communicate with the community, the WIB uses a variety of tactics that include the following:

- Active participation with community organizations
- One-on-one outreach to business
- Maintains up-to-date websites: TulareWIB.org and EmploymentConnect.org
 - The WIB active seeks partner agencies to include links the WIB website to reach a broader audience
 - The WIB tracks usage data in order to learn more about its web-users
- Issues press releases with news of new initiatives, grant funds, or services
- Maintains an active Facebook page with posts that include links to workforce development related news, information on services, and what's new at the WIB
- Maintains a blog that covers topics ranging trends in local industry to information about new services available at the WIB
- Adheres to Brown Act requirements with open, public meetings and publicly posted agendas and minutes

6.7 Broad Services, Targeted Investment

As described in Section 1, Section 2 and Section 3, the WIB included priority sector employer input when developing its local plan. The common thread within the WIB's approach to serve job seekers is to ensure that limited resources are spent in a manner that increases job seekers' ability to earn high wages in in-demand occupations. Because of this, the WIB focuses all of its training investments in the 5 priority industry sectors. The WIB makes certain that sufficient funding is designated to support training of individuals in priority sectors by allocating 25 percent of its WIA Formula toward training, which includes ITAs, OJTs, and incumbent worker training. Furthermore, the WIB applied for and received additional funding to support training including the OJT NEG, Dislocated Worker Additional Assistance described in this section, and the REI NEG, the SESP grant received by the CCWC described in this section and Section 4.2. As part of its strategic plan, the WIB intends to seek additional funding such as ETP to serve incumbent workers in Tulare County in priority industry sectors.

6.8 Apprenticeships and Job Corps

There are very few apprenticeship training opportunities within Tulare County. While the Department of Industrial Relations of California lists 102 apprentice programs that cover the Tulare County area, the nearest training facility is in Fresno County. In addition, a search of DOL's registered apprenticeships for Tulare County resulted in zero matches, although a search for Fresno County resulted in 14 registered sponsorships. Regardless of the limited opportunities within the County borders, the Tulare WIB is committed to encouraging interested job seekers in pursuing apprenticeship training if it matches their career goals and is committed to facilitating the process. As discussed in section 3.7, the WIB as part of

the CCWC has started discussions with the Department of Apprenticeship Standards and the Joint Apprenticeship and Training Committee to establish an MOU to ensure seamless transition to and from WIB services and apprenticeship programs. Additionally, as described in Section 4.1, the WIB will offer a pre-apprenticeship group sized training and maintains an MOU with Job Corps of Northern California.

Additionally, the WIB of Tulare County entered into a memorandum of understanding with the Job Corps of Northern California to serve a common pool of customers within the Employment Connection Integrated One-Stop system. Because the Job Corp office is located in another county, a representative of Job Corps travels from Fresno to the EC One-Stop Centers in Porterville and Visalia to meet with both youth and his/her guardian/parent to discuss education and career path options available through the Job Corps. This partnership provides local youth the opportunity to access Job Corp education and training services that they would not otherwise receive. For youth with little or no resources, it would be a hardship to travel to Fresno to access Job Corps services.

6.9 Trade Adjustment Act

People who have lost their jobs as a result of increased imports, or jobs outsourced to foreign countries can obtain information on the Trade Adjustment Application. A local EDD Job Service Representative, located at the Employment Connection is available to assist in filing the application. Applicants may also download a petition form from the U.S. DOL, Employment and Training Administration website to complete or they can apply online. TAA qualified UI claimants also have access to all dislocated worker services available in the One-Stop center.

6.10 Green Jobs

The WIB recognizes the opportunity for emerging occupations in “green jobs” and has already taken advantage of State and Federal funding to provide training to WIB customers in “green” occupations. Program Year 2011/2012 was the second year that the WIB partnered with the Kern Community College District using a High Growth Emerging Industries Grant to provide green training. Participants received training in Power Technician, Solar Technician, Wind Technician, Pre-Apprenticeship and Building Analyst Training through this partnership.

Additionally, through partnership with the Central California Workforce Collaborative and the California Workforce Investment Board, the WIB was part of the State Energy Sector Partnership (SESP), funded by the US Department of Labor. The WIB received \$86,527 to provide green job training in an effort to bolster the region’s energy efficiency and renewable energy industries. Through this grant, the WIB partnered with a local research and development firm working in biofuels, called Edeniq, to provide skills upgrade training to 32 employees. As a result of the collaborative partnership that was developed through the grant effort, this biofuels research and development firm is now providing on going on-the-job training opportunities to WIA participants. Additionally, the SESP grant funds paid for 15 individuals to receive Solar Installation and Wind Turbine training.

The WIB continues its commitment to supporting the green industry sector, in program year 2013/2014, by again partnering with Porterville College/Kern Community College District to offer training in Solar

and Alternative Energy Sales. The program will provide training which prepares participants to effectively discuss the benefits of solar and alternative energy with customers. Topics covered will include: solar system estimation, cost justification, rebates & incentives, customized solar presentation, effectively closing a solar sale, understanding your buyer, performing site visits, and how to sell solar as an investment.

In addition to funding from special grants, the WIB utilized WIA formula funds to support the green industry sector as demonstrated by the training provided to thirteen other participants in solar installation through a training program at Proteus, a local Community Based Organization. WIB staff and members of the WIB Green Sector Committee also participated in the planning and implementation of the inaugural Valley Go Green Summit, held in February of 2012, at Edison's Energy Education Center. The summit brought together experts and advocates from a wide variety of green industries, with breakout sessions that served contractors and consumer alike, in such areas as energy efficiency, green building, sustainability, and renewable energy and biofuels.

The WIB is committed to investing resources in the green industry sector and to that end, will continue to seek funding opportunities that promote and encourage training in the green energy sector.

6.11 Resource Optimization

As illustrated throughout this plan, the WIB has a long history of leveraging and braiding WIA formula funds with funds from local, state, and federal sources and will build upon this knowledge and experience to continue to seek out funding opportunities from sources that encourage leveraging and braiding. The following are some examples that demonstrate the WIB's commitment to leveraging and braiding other revenue streams with WIA formula funds by co-enrolling participants in more than one program in an effort to maximize resources and provide the most comprehensive services possible to both participants and local area businesses.

- **Federal Pell Grant Funding**
Federal PELL grant funding will be leveraged to maximize ITA training dollars. As part of the ITA scholarship application, all participants must apply for federal financial aid and if eligible, these funds will be used first to maximize WIA funds.
- **Community College Board of Governors Funds:**
These funds will be leveraged against WIA funds. These braided funding streams will allow for an increased level of supportive services for underprepared students and workers.
- **CCWC National Emergency Grant**
On behalf of the Central California Workforce Collaborative (CCWC), the Workforce Investment Board of Tulare County administered the National Emergency Grant (NEG) of nearly \$8.2 million received from the U.S. Department of Labor. The CCWC, selected the Tulare WIB to administer this grant on behalf of the region due to its high standing and success in implementing federal grants. The grant was used to fund individual training

accounts, on-the-job training (OJT) contracts, and work experience programs for dislocated worker in high-growth, high demand career tracks focused on the 5 high-growth sectors identified by the CCWC member WIBs. A small, though equally crucial, portion of the grant went to fund the development of a region-wide workforce development strategy that targets public infrastructure projects.

- **Dislocated Worker Additional Assistance 25% Grant**

In January 2011, the WIB was awarded a \$950,000 Dislocated Worker Additional Assistance 25 percent grant in response to Tulare County’s significant increase in the number of individuals affected by closures and substantial layoffs since January 1, 2008, the start of the recession. The occurrence of “dislocation events” changed the local economic conditions and created a demand for services that exceeded the capacity of existing WIB resources. As a result, the WIB was the recipient of this grant to assist displaced workers transition to new careers in high-demand occupations.

- **On-the-Job-Training National Emergency Grant**

In July of 2012, the WIB was one of four National Emergency Grant On-the-Job Training (NEG OJT) providers in California selected to apply for and receive a second NEG OJT grant. NEG OJT funding total \$1.6 million to provide learn and earn job training opportunities for individuals affected by the recession on or after January 1, 2008 and who have been unemployed for at least 21.5 weeks. This grant allows the WIB to provide training and transition services to dislocated workers impacted by prevalent lay-offs, spurred by the economic downturn. The demand for training displaced workers was evident in the success of the program.

- **Youth HHS Funding**

The WIB is currently seeking funding from the local health and human services agency (HHS) to leverage WIA Youth formula funds to provide youth services and activities to youth who are members of families with long term welfare dependency. The HHS funding will be leveraged against the WIA formula funds to provide activities that will promote lifelong learning and self-sufficiency as a goal to break the cycle of welfare dependency.

Other examples for how the WIB is currently leveraging resources are:

- Youth Summer Night Lights and Career Connection programs explained in Section 5.3
- C6 Grant with the Manufacturing Skills Training
- Match funds provided by the One-Stop Operator
- The Promotora Grant
- The High Growth Emerging Industries Grant for green jobs training explained in section 6.10.

Appendix 1 High Performance Standards Index

The High Performance Standard Index allows readers to determine where in the text the High Performance standards are addressed. Electronic readers can click on the section number to be directed to the text location.

Standard Number	High Performance Standard	Section in Local Plan
I	Vision -- Strategic Planning and Implementation	
I-1	The Plan Meets the Local Planning Requirements in CUIC Section 14200(c)(SB 698).	Section 1.5, Section 3.1
I-2	The Plan's Vision is strategic and comprehensive.	Throughout the Plan
I-3	The Plan's Goals and Objectives are evidenced-based.	1.3, Section 2
I-4	Key stakeholders are actively engaged both in the planning and implementation of the local Plan.	1.2, 1.3, 1.4
II	Business Service Plan -- Business Services/Partnerships/Sector Strategies	
II-1	The local board has included in its local plan a Business Services Plan, which integrates local business involvement with workforce initiatives.	Section 3, 3.1, 3.3, 3.4, 0
II-2	The local board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy.	1.4, 3.1, 3.3, 3.4, 4.1, 4.2, 5.2, 5.3, 6.7
II-3	The local board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant local boards, educators and other partners.	1.4, 3.1, 3.3, 3.4, 4.1, 4.2, 6.7,
II-4	The local board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time.	1.4, 3.4, 4.1, 4.2, 6.11
III	Adult -- Investing in Training/Skills Development/Career Pathways	
III-1	The local board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship	3.7, 4.1, 6.8

	programs registered by the U.S. Department of Labor Employment Training Administration and approved by the California Department of Industrial Relations Division of Apprenticeship Standards for the occupation and geographic area.	
III-2	The local board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and/or other credentials valued by priority sector employers within the region.	1.5, 0, 3.3, 4.1, 6.7
III-3	The local board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options.	4.1, 4.3, 6.2, 6.7
III-4	The local board continually partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment employment.	1.1, 1.4, 3.4, 4.1, 4.2, 6.2, 6.11
IV	Youth Strategies	
IV-1	The local board is a partner with K-12 education and others on strategies that reduce high school dropout rates.	1.1, 1.4, 5.2, 5.3, 0
IV-2	The local board is a partner in developing and executing strategies to re-engage disconnected youth.	5.2, 5.3, 0
IV-3	The local board partners with employers, educators and others to help youth understand career pathway options.	3.1, 5.2, 0
IV-4	The local board encourages youth to focus on attainment of post-secondary degrees and other credentials important to sector employers in the local and regional labor market.	1.1, 5.2, 5.3, 0
V	Administration -- Managing the Work of the Local Board	
V-1	The local board membership meets all legal requirements and is representative of the community.	Attachment 12
V-2	The local board meets other WIA and state law requirements.	Attachment XYZ
V-3	The local board continuously reviews the performance of its programs and initiatives, and has a strategy for encouraging and ensuring ongoing improvement.	1.1, 1.2, 1.3, 6.3, 6.4, 6.5
V-4	The local board transparently communicates the results of its efforts with the community.	1.2, 6.2, 6.6

Appendix 2 Summary of California Partnership for the San Joaquin Valley Cluster Analysis

The following is a summary of the San Joaquin Valley Regional Industry Cluster Analysis and Action Plan created by Applied Development Economics on behalf of the California Partnership for the San Joaquin Valley. Unless otherwise noted, all information contained in this section is taken from the Industry Cluster Analysis and Action Plan. (ADE, 2012)

The CCWC member local workforce investment areas concentrate investments in high growth, high demand sectors in the region. To determine the focus sectors, the CCWC looks to the work conducted by the Partnership for the San Joaquin Valley and its cluster analysis. In 2005 the Partnership conducted a sector study of the Valley and determined the high growth and high demand sectors to be Manufacturing, Health Care, Logistics, Energy, and Agribusiness.

The Fresno State Office of Economic and Community Development (OECD), the administrative entity of the Partnership for the San Joaquin Valley, recently commissioned an update to their economic cluster analysis of the Central Valley. The study, completed by Applied Development Economics, Inc., analyzed the region's major economic clusters of Agriculture, Health and Wellness, Energy, Logistics, and Manufacturing and added two additional clusters due to their growth potential and importance to the region. The two additional clusters are Water Technology and Public Sector Infrastructure. According to the cluster analysis report conducted by Applied Development, the clusters represent 52 percent of private sector employment in the region, but were responsible for 73 percent of private sector job growth. While the economy in the region experienced some minor growth during the past two years, it was especially hard hit by the Great Recession. According to the ADE cluster analysis, the valley experienced rapid job growth from 2004-2007 but during the economic downturn, between 2008 and 2010, 92,000 jobs were lost.

Agricultural Cluster

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

The agricultural cluster, while the largest economic driver in the region has not experienced significant job growth during the past decade. The industry as a whole has grown in terms of dollars however the number of jobs has not matched the fiscal growth. Employment in the sector is affected by a number of factors such as new technology and immigration issues. There are a total of approximately 280,905 jobs

in the cluster. The cluster accounts for 23.1% of regional employment and grew by 2.9 percent between 2001 and 2010. Of the four component of the cluster, distribution has had the largest job growth with an increase of 27.5% from 2001 to 2010. The next largest growth components are Processing and Packaging then Support experiencing job growth of 8.8% and 2.9% respectively while production jobs have decreased over the same period by 6.6%. It is good news that processing and packaging grew during the period of 2001-2010 since these jobs represent value added activities that occur in the Valley and add significantly to overall economic growth. That being said, the SVJP report points out that the agriculture sector employment “as defined by the EDD was... more concentrated than in the state” however, their definition of agriculture employment does not include processing systems and distribution which indicates that “some value-added aspects of the cluster are occurring outside of the region”. Overall, when compared to cluster job growth in the Valley compared to the State, the Valley had more of an increase in jobs for this cluster compared to the state as a whole. Additionally, the cluster was responsible for 19.7% of the job growth in the region between 2001- and 2010.

Energy Cluster

The SJVP report for the Valley divides the Energy Cluster into 9 components: Alternative Energy Distribution, Alternative Energy Generation, Energy Efficiency, Equipment Manufacturing, Petroleum Production, Petroleum Distribution, Power Generation and Transmission, Energy Related Research and Energy Related Services. The energy cluster makes up 2.7% of total employment in the Central Valley. Overall, the energy cluster has shown a loss of employment, largely due to losses in the Energy Efficiency component which includes residential and commercial electrical, plumbing, HVAC and insulation contractors; all professions that were affected by the recession in the Valley. Excluding the Energy Efficiency Component, there was a 15.4% increase in jobs for the cluster from 2001-2010. The state, as a whole, lost jobs in the Energy Cluster however, the Valley showed lower rates of job loss and many of the components of the cluster grew compared to the state average. The energy cluster is highly concentrated in Kern County due to the significant petroleum production and processes and investment in wind energy. According to estimates for 2010-2020, the cluster is expected to grow in the valley by 18% as a whole, including the energy efficiency cluster¹².

Health and Wellness Cluster

According to the SVJP cluster analysis, the Health and Wellness Cluster is the source of the largest net job growth in the Valley and is the second largest cluster. The California Community Colleges Center of Excellence identified major factors that will affect the cluster’s growth which include the implementation of the Affordable Care Act, technology innovations in health information, e-health and telemedicine which are requiring new skills in Allied Health positions, and an aging health care workforce which may cause shortages as they retire. There is an inextricable link between the economic wellbeing of the region and the health of its people. The SVJP cluster report discusses the various

¹² ((EMSI), 2013)

challenges the valley faces related to health care including the poor health status of the valley's residents, the consistent lag behind the state in health indicators related to obesity and bad air quality, and limited access to health care services. Improving the sector performance is linked directly to improving the health outcomes for the region. By increasing sector output, both residents' well-being and productivity improve.

The Valley has invested in a "home-grown health care workforce" recognizing the challenge in recruitment from outside the valley due to high demand across the country. The CCWC received a RICO grant, managed by the Fresno WIB. Through this grant, the CCWC worked with local employers and higher education to identify areas of need in the workforce. Additionally, community colleges across the regional receive the C6 Project which is "focused on system change, improving student outcomes, partnering with employers, and meeting critical skills and occupational gaps in the health care sector".

The cluster is made up of five components: health care delivery, medical device manufacturing, pharmaceutical manufacturing, supplies and service, and wellness and fitness. The SJVP report states that the cluster employment accounted for 10 percent of overall regional employment but 54 percent of job growth from 2001-2010. Across the region the cluster had 128,000 jobs and the bulk of the 22,700 additional jobs from 2001-2010 was in the health care delivery component. While accounting for a small number of total jobs (1,271 in total), the two clusters with the highest growth rates were Supplies and Services (80.7% growth) and Pharmaceuticals (145% growth).

Logistics Cluster

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

The SJVP report divided the logistics cluster into 7 components: Air, Rail and Water Transport, Truck Transport, Freight and Warehousing, Transit, other Transportation Services, and Related Manufacturing. In total, the cluster makes up 2.6 percent of total regional jobs. Total employment in the sector grew by 15.2 percent between 2001 and 2010 and accounted for 10.5 percent total regional job growth. The

components that had the greatest job growth during the same period are Freight and Warehousing (29.7% growth) and Other Transportation Services (98.4%). According to EMSI estimates, job growth is expected to soar at 30 percent from 2010 to 2020 in the Central Valley which is the same projected growth rate for Health and Wellness, though representing a lower number of jobs than the Health and Wellness cluster.

Manufacturing Cluster

As in many regions, manufacturing is a source of family-sustaining-wage jobs and is an important component of each of the other clusters in the valley. In total, the manufacturing cluster accounts 8.1 percent of total jobs in the region. The valley experienced job losses in this cluster, decreasing by 9.3 percent from 2001 to 2010, a similar plight experienced by manufacturing across the state. The good news is that according to EMSI estimates for the cluster, while growth is not expected, job decline is expected to slow to 0% from 2010-2020 ((EMSI), 2013). The Central Valley region has a location quotient for this cluster of .99, meaning the employment concentration is similar to that of the state. The cluster is made up of 6 components: Food Processing and Agriculture Support, Medical Device Manufacturing and Pharmaceuticals, Logistics Manufacturing, Energy Equipment and Petroleum Production, Water Flow Technology, and Diversified Manufacturing. The bulk of manufacturing jobs (63%) in the San Joaquin Valley are related agriculture. Most of the components experienced a decline in job growth however Food Processing and Agriculture related manufacturing experienced a growth of 2,717 jobs (4.4%) and energy equipment and petroleum production grew by 658 jobs (58.7%) from 2001 to 2010.

Water Technology

The availability of clean water is essential to the long term economic prosperity of California and the Central Valley. Water is scarce throughout the state and the economic viability of the region is dependent on water. Technology to transport and manage water will prove vital to the region and the state. The Central Valley is home to the Water and Energy Technology Center (WET), an incubator for new businesses and a testing facility to allow for analysis of new products. Additionally, Fresno State is a leader in the CSU system's Water Resource and Policy Initiative and is home to the Center for Irrigation Technology. Through this work, the Valley has become a "global water technology hub and a catalyst for innovation in water, energy and related sectors". This cluster is a great source of innovation within the region and firms in the area are known worldwide for their expertise. While this cluster isn't a large employer in the region, it has a location quotient of 2.44, meaning jobs in this cluster are much more highly concentrated in the Central Valley than other parts of California. The cluster experienced job losses from 2001 to 2010 however, according to an EMSI estimate, the cluster is expected to grow by 10 percent from 2010 to 2020 ((EMSI), 2013).

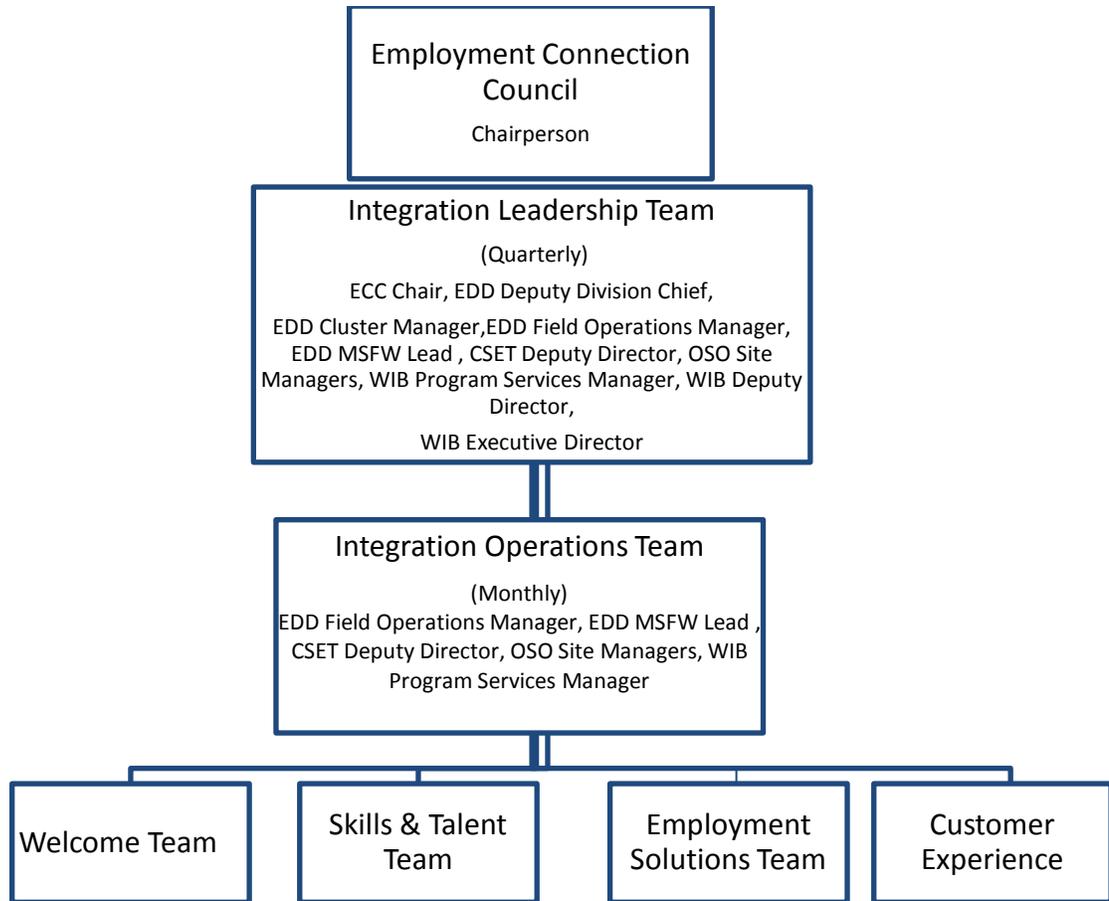
Public Infrastructure

As part of the CCWC's National Emergency Grant, the WIBs identified the Public Infrastructure Sector as a potential for growth in the region. The CCWC commissioned a study by ADE beginning in 2010 to take a look at the impact of planned investments in the region. The report looked at investments in Non-Rail Transportation, Rail Transportation, Infrastructure (including water and wastewater), Buildings and Community Assets, Broadband, and Energy Infrastructure and identified a total of \$36.62 billion in

investments. The investments are expected to account for an average of 24,179 jobs per year from 2010 to 2015, more than 54 percent of total construction jobs in the Valley. While these jobs mainly last only for the duration of the construction of the infrastructure, they will provide opportunity for the construction workforce left idle during the fallout of the housing market during the recession. The California High Speed Rail Project continually experiences delays but represents a large potential for jobs for valley residents both during construction phases and operational phases. A maintenance facility that will service the system will provide permanent, high-wage jobs for the region and there is expected large economic impact growth for cities with stops.

Appendix 3 Employment Connection Organizational Chart

This is a chart that provides an organizational chart for the Employment Connection One-Stops.



Appendix 4 Tulare County Employment Connection One-Stop Offices and Service Centers

Employment Connection One-Stop Centers

1. 1063 W. Henderson, Porterville, CA 93257
2. 4025 W. Noble, Visalia, CA 93277

Employment Connection Core & Intensive Service Centers

3. Proteus, Inc Service Center, 400 W. Tulare Ave, Dinuba, CA 93618
4. CSET Family Resource Center, 115 E. Tulare St., Tulare, CA 93274

Appendix 5 One-Stop Agency and Service Listing

This chart provides a listing of partner agencies present in the One-Stop and the services available.

Agency	Service	Location
Employment Development	Veterans Services (DVOP, LVER), TAA, Wagener-	Visalia, Porterville,
Proteus, Inc.	Migrant Season Farmerworker services, education, and training	Visalia, Dinuba, Porterville
AARP	Senior Employment	Visalia, Porterville
SCSEP	Senior employment administered by the One-Stop Operator/CSET	Visalia, Porterville, Tulare
Tulare County Housing Authority	Section 8 Housing Administered by One-Stop Operator/CSET	Visalia, Porterville, Tulare
Tulare County Office Education	Ticket-to-Work Program Employment services for persons with disabilities	Visalia, Porterville
Job Corp of Northern California Outreach and Admissions	Earn a high school diploma or GED, career paths, training for eligible youth at least 16 years of age that qualify as low income.	Visalia, Porterville
International Brotherhood of Electrical Workers Local Union No. 100 (IBEW)	Jump Start / Pre-Apprenticeship electrical, plumbing, sheet metal	Visalia & Fresno
OSO/EDD	WIA Core & Intensive Services, Career Coaching, My Action Plan (MAP)	Visalia, Porterville, Tulare, Dinuba
CSET / OSO	On-the-Job Training for Adults, Dislocated Workers, NEG OJT for long-term unemployed workers, OJT upgrades for incumbent workers	Visalia, Porterville
CSET / OSO	Individual Training Accounts, Group Size Training, ETP	Visalia, Porterville
CSET / OSO	Mortgage Foreclosure Assistance	Visalia, Porterville,
CSET	LIHEAP / Energy/Utility Assistance	Visalia Porterville
Department of Rehabilitation	Vocational rehabilitation counseling and training	Visalia, Porterville
Health & Human Services Administered by CSET/OSO	Welfare-to-Work, work readiness, paid work experience	Visalia, Porterville, Tulare
Small Business Administration	"Be Your Own Boss" How to start a business...	Visalia, Porterville
Tulare County Library	Book-In-A Box job seekers receive library cards and checkout books at the One-Stop Center	Dinuba, Visalia

Integrated Work Readiness Workshop CSET/OSO	Fresh Start helps people with criminal records overcome barriers to employment, referrals to training and other services	Visalia, Porterville
Job Squad Employers (Various)	Employers share job openings with job seekers, work expectations, skills needed to work for their company, accept resumes, and take questions from Job Seekers	Visalia, Porterville
EC Network Pros	Member driven peer-networking group of professionals.	Visalia
California Connect	Introduction to the internet 4-week course taught in Spanish. Job search, create e-mail accounts, use maps, apply for jobs online.	Visalia, Porterville
CSET	Build A Biz & Individual Business Counseling Grow and expand your own business. Learn how to outline a business growth strategy and apply for low interest loans.	Visalia, Porterville
San Joaquin Valley Vets	Homeless assistance, energy assistance for Veterans	Porterville, Visalia, Tulare
VA – Fresno	Homeless Assistance for Veterans	Visalia, Porterville
TCOE	MOVE Program Relocates Cash Aid recipients to other states to live. Assists with housing and employment in that area.	Porterville, Tulare, Visalia

Appendix 6 Tulare WIB Procurement Process Overview

This document is an overview of the WIB's procurement process used to disburse grant funds and award contracts. For the WIB's full procurement manual please visit www.tularewib.org.

All procurement transactions by the WIB, its service providers and subcontractors will be conducted in a manner providing full and open competition consistent with standards of the "Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments" which is codified at 29 CFR part 97 and the "Uniform Administrative Requirements for Grants and Agreements Awarded to Institutions of Higher Education, Hospitals, other Non-Profit Organizations, and Commercial Organizations" codified at 29 CFR part 95. To the extent possible, bidders/proposers must have an equal chance to secure a contract. The requirements specified in the procurement must bear a relationship to the need being procured. The process for a competitive procurement includes the following:

- Prepare a Request for Proposal/Quote (RFP/RFQ) including response timelines ensuring sufficient time for all phases of the procurement process to be carried out. Establish proposal evaluation procedures.

- Issue a public notification of the procurement through an announcement in a local public medium (e.g., newspaper) or media that, minimally, covers the entire service area. Provide a copy of the RFP/RFQ to any party requesting it. Make notification through dissemination of RFP/RFQ to entities included on the current, applicable proposal list.

- Make a record (e.g., log) of all inquiries received regarding the procurement and the submission requirements. Respond in writing to all inquiries, except those, which are clearly answered in the solicitation, and distribute copies of all inquiries and written responses on a timely basis to all parties to whom the solicitation has been distributed. Issue clarification updates on a weekly basis to ensure that timely and accurate information is distributed to all potential bidders.

- Hold a proposers' conference after the distribution of the RFPs. When such a conference is held, all parties to whom the solicitations have been distributed will be notified of the date, time and place of the conference. This notification will be included in the RFP itself. Document in writing each question answered at the conference and provide this information as an addendum to the solicitation package to any subsequent requesters of the RFP.

- The date and time proposals are received will be noted in order to ensure that

only proposals received by the due date and time qualify for the evaluation process.

- Competitive negotiation requires that at least two responsive proposals for the same scope of work and service area are received in response to the RFP. If only one responsive proposal is received, then there has been a failed competition and the WIB has the option to re-compete the procurement or proceed. The WIB's definition of a failed competition and their rights and options in the event of such a failure will be included in the RFP. The WIB will consider a competition to have failed when less than two responsive proposals have been received to a solicitation, i.e., Request for Proposal or Request for Quote.

Appendix 7 Youth Services in Tulare County

This document provides a listing of youth services available through the Youth @ Work and You Connect Network in Tulare County and provides a listing of the community partners that work together to offer these services.

Youth Services Available	Contracted Providers and Community Partners
Tutoring and remediation to address literacy and numeracy skills, study skills, instruction leading to secondary school completion, and interventions focused on regular school attendance and dropout prevention;	Tulare County Office of Education (TCOE); Migrant Education; school districts; Boys & Girls Club(s); Youth@Work CSET, Proteus, SEE Youth Program; Step Up Gang Prevention/Intervention; Youth Transitions; CSET Youth Corp; TCOE Choices; Tulare Western Diversity Initiative; Cal Learn; Independent Living Program (ILP)
Alternative secondary school offerings	TCOE Community Court Schools; TCOE Special Services; school district alternative schools; Adult School,; CSET; Proteus; charter schools; Cal Learn
Career planning and labor market data, paid and unpaid work experiences, including internships, job shadowing, on-the-job training, work readiness training, job placement;	Youth@Work SEE Youth Program, CSET, Proteus; Employment Connection Centers; community colleges; Adult Schools; Career Pathway Programs; Youth Transitions; Career Connection; WIA Summer Night Lights; Employment Development Department (YEOPS); CSET Youth Corp; Independent Living Program (ILP); TCOE Choices
Occupational skill training	Community Colleges; Eligible Training Provider List; Tulare County Office of Vocational Education; Employment Connection Centers; TCOE/SEE Program; Proteus
Summer Employment Opportunities	Youth@Work CSET, SEE, and Proteus; Tulare County Office of Education; WIA Summer Night Lights; Career Connection
Support for Youth	Youth@Work Proteus, CSET, SEE Youth Programs; Cal GRIP; CSET Youth Corp; Cal Learn; Youth Transitions; Independent Living Program (ILP); Tulare Youth Services Bureau; Tulare County Farm Bureau
Adult Mentoring	Youth@Work Proteus, CSET, SEE Youth Programs; Youth Transitions; Independent Living Program (ILP); TCOE Choices; Big Brother/Big Sisters; Tulare Athletic Club; 4-H
Career Guidance and Counseling	Turning Point; Youth@Work CSET, Proteus and SEE Youth; Youth Transitions; TCOE Choices
Follow-up services	Youth@Work Proteus, CSET, SEE Youth Programs
Leadership Development	Youth@Work Proteus, CSET, SEE Youth Programs; TCOE Choices; 4-H; CSET Junior Leadership; Future Farmers of America (FFA); Tulare County Farm Bureau; Police Athletic League

Appendix 8 Youth Connect Network Partners and Programs

In its early stages Youth Connect Network partners have agreed to support several ongoing and developing initiatives and programs.

Program	Description
Youth at Work	The Workforce Investment Board of Tulare County supports an existing network of youth workforce and education services serving Tulare County youth. YCN will work with project partners and contractors to align outcomes and further develop connections and leveraged funding opportunities with schools and other youth serving organizations.
United Way College Access Initiative	In 2009 United Way of Tulare County joined forces with the Tulare County Office of Education to establish a College Access Initiative that could assist Tulare County High School students in the transition from high school to college. In early 2011 committee members began to explore the need to expand initiative to include a full P-16 agenda for youth success. With the formation of the Youth Connect Network an agreement was reached to hold a series of community conversations that would inform and advise on the possible expansion of current plan.
Edison Diversity Initiative/Tulare County Community Collaborative Project	In 2010 Edison international funded a unique project in several California communities. The initiative provided support to pre-identified community organizations to work with one high school. The Tulare County WIB Youth Council and funded partners have been working to assist Tulare Western High School in creating a data based decision model for providing for activities and interventions provided and supported by project and other investments. The Network will be reviewing expansion ideas and recommendations being prepared by local sub-committee under a Collaborative Action Model
Youth Success Pilot Project	In Spring 2011 the WIB of Tulare County Youth Council designed a mini grant process that would encourage collaborative behavior and showcase promising practice. The design process included a community conversation related to career, workplace and education success and has resulted in two mini proposals being prepared and currently being readied for community circulation. Network Partners will be asked to review the results of these pilots and the funding process in late 2012. Recommendations will be made to the Youth Council to discuss continuation and or adjustments.

Appendix 9 Advisory Panels

The following is a list of local and state level advisory panels with representation by WIB staff.

- Dinuba Economic Development Committee
- Visalia Economic Development Corp
- Visalia Industrial Roundtable
- Tulare EDC Business Resource Team
- Central Valley Rapid Response Roundtable
- COS Disability Resource Center Advisory Committee
- COS Extended Opportunities Programs and Services
- Cooperative Agencies Resources for Education (CARE)
- CalWorks Advisory Committee
- Veterans Opportunity Committee
- Tulare County Youth Commission
- COS Career Education Consortium
- College of the Sequoias Accreditation Community Advisory Committee (ACAC)
- California Workforce Association Executive Committee 1st Vice Chair
- Central California Workforce Collaborative (CCWC)
- Tulare County Community Corrections Partnership
- California Workforce Services Network (CWSN) Policy/Implementation Committee
- Visalia Unified School District Facilities Advisory
- Visalia Unified School District Career Technical Education Advisory
- Visalia Technical Education Center (VTEC) Advisory
- Regional Transportation Plan/Sustainable Communities Strategy Roundtable
- Porterville Unified School District P8 Advisory Executive Council

Appendix 10 Works Cited

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- Norman A. Constantine, P. J. (2010). *No Time for Complacency: Teen Births in California*. Public Health Institute, Center for Research Health and Development. Public Health Institute.
- Robert Wood Johnson Foundation. (2013, May 2). *County Health Rankings and Roadmaps*. Retrieved May 2, 2013, from www.CountyHealthRankings.org: <http://www.countyhealthrankings.org>
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WIA Local Plan Program Years 2013-17 Assurances

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

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

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

William DeLain

 Local Board Chair

 Signature

 Date

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

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

Totals for PY 2013 (07/01/13 through 06/30/14)	ADULT	DW	YOUTH
1. Registered Participants Carried in from PY 2012	500	200	98
2. New Registered Participants for PY 2013	2,479	1,393	425
3. Total Registered Participants for PY 2013 (Line 1 plus 2)	2,979	1,593	523
4. Exiters for PY 2013	2,383	1,354	435
5. Registered Participants Carried Out to PY 2014 (Line 3 minus 4)	596	239	88

PROGRAM SERVICES			
6. Core Self Services	12,214	6,578	
7. Core Registered Services	2,479	1,393	
8. Intensive Services	2,479	1,393	
9. Training Services	333	180	

YOUTH MEASURES			
10. Attainment of a Literacy and/or Numeracy Gain			76
11. Attainment of a High School Diploma, GED, or Certificate			138

EXIT STATUS			
12. Entered Employment	1,429	1,072	230
12A. Training-related	266	144	50
13. Remained with Layoff Employer		53	
14. Entered Military Service			4
15. Entered Advanced Training			3
16. Entered Postsecondary Education			151
17. Entered Apprenticeship Program			2
18. Returned to Secondary School			10
19. Exited for Other Reasons	1,217	282	63

Local Workforce Investment Area

Contact Person, Title Telephone Number Date Prepared

Comments:

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

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

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

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

FUNDING IDENTIFICATION	K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	2,183,889	2,255,868
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus	(750,000)	(750,000)
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	1,433,889	1,505,868
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)	1,290,501	1,355,282
A. Core Self Services	57,356	60,235
B. Core Registered Services	100,372	105,411
C. Intensive Services	688,267	721,511
D. Training Services	443,906	466,819
E. Other	600	1,306
7. Administration (Line 5 minus 6)	143,388	150,586
8. TOTAL (Line 6 plus 7)	1,433,889	1,505,868
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012		
10. December 2012	22,120	
11. March 2013	220,363	
12. June 2013	522,851	
13. September 2013	872,851	
14. December 2013	1,222,851	
15. March 2014	1,433,889	231,425
16. June 2014	1,433,889	568,533
17. September 2014		803,400
18. December 2014		1,056,562
19. March 2015		1,290,972
20. June 2015		1,505,868
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

Tulare County

Local Workforce Investment Area

Debbie Bach, ASO

559.713.5218

4/29/2013

Contact Person, Title

Telephone Number

Date Prepared

Comments:

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

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

ATTACHMENT 6

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

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

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

FUNDING IDENTIFICATION	K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	2,434,919	2,181,975
3. Allocation Adjustment - Plus or Minus		
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)	2,434,919	2,181,975
TOTAL ALLOCATION COST CATEGORY PLAN		
5. Program Services (sum of Lines 5A and 5B)	2,205,522	1,985,597
A. In School	982,530	872,790
B. Out-of-School (30%)	1,222,992	1,112,807
6. Administration (Line 4 minus 5)	229,397	196,378
7. TOTAL (Line 5 plus 6)	2,434,919	2,181,975
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from April 1, 2012 and April 1, 2013 respectively)		
8. June 2012		
9. September 2012		
10. December 2012		
11. March 2013	502,215	
12. June 2013	1,086,229	
13. September 2013	1,617,786	
14. December 2013	2,055,181	
15. March 2014	2,434,919	261,837
16. June 2014	2,434,919	829,151
17. September 2014		1,352,825
18. December 2014		1,789,220
19. March 2015		2,181,975
20. June 2015		2,181,975
COST COMPLIANCE PLAN		
21. % for Administration Expenditures (Line 6/Line 4)	9%	9%

Tulare County
Local Workforce Investment Area

Debbie Bach, ASO	559.713.5218	4/29/2013
Contact Person, Title	Telephone Number	Date Prepared

Comments:

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

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

(Responses to State Plan Appendix H – Section 8)

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

STATE NEGOTIATED LEVELS OF PERFORMANCE¹

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

LOCAL LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(c) ²	PY 2011-12	PY 2012-13	Estimated PY 2013-14
Adults			
Entered Employment Rate	48%	48%	48%
Employment Retention Rate	75.5%	75.5%	75.5%
Average Earnings	\$11,500	\$11,050	\$9,800
Dislocated Workers			
Entered Employment Rate	67.3%	67.3%	56%
Employment Retention Rate	79.5%	79.5%	79.5%
Average Earnings	\$11,500	\$11,500	\$11,500
Youth (ages 14-21)			
Placement in Employment or Education	65%	72%	72%
Attainment of a Degree or Certificate	61%	60%	60%
Literacy and Numeracy Gains	40%	54%	54%

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

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

RATIONALE SUPPORTING PY 2013-14 ESTIMATED LOCAL PERFORMANCE LEVELS

- **Youth** – Estimated PY 2013-14 Performance Levels were set at the 2012-13 State standards. Reduction in funding due to sequestration, potential reduction in staffing, uncertainty over WIA reauthorization prompted our decision to maintain the same performance as PY 2012-13.
- **Adult/Dislocated Worker** - The Workforce Investment Board of Tulare County transitioned to an integrated service delivery system in October of 2009. We have a fully executed memorandum of operations between the EDD Workforce Services Division in Tulare County signed by the EDD Regional Division Administrator and the Executive Director of the WIB. As an integrated one-stop system we are actively enrolling all customers in WIA that visit the four one-stop locations in Tulare County. Our increase in enrollments beginning in October of 2009 demonstrates our commitment to an integrated service delivery.

The WIB respectfully requests to be given the same consideration as the other integrated service delivery areas when establishing performance goals.

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

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

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

1. LWIB	Please enter all information requested
Today's Date:	
Name of Local Workforce Investment Board:	Workforce Investment Board of Tulare County
Counties covered:	Tulare County
Center's complete physical address:	309 W. Main Street, Suite 120 Visalia, CA 93291
Mailing address (if different):	
One-Stop Career Center hours of operation:	Mon-Fri 8:00 am - 5:00 pm
Public phone number:	559-713-5200
Public fax number:	
TTY number:	
Website URL:	www.tularewib.org
Office Manager/Administrator: (Name and Title)	Adam Peck, Executive Director
Phone number and email:	559-713-5200
Public contact email address:	apecck@tularewib.org
Number of staff:	16

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Community Services for Employment & Training, Proteus, Job Corps, Tule River Tribal Council
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Employment Development Department
Adult education and literacy activities authorized under WIA Title II	Tulare County Office of Education, Visalia Adult School, Porterville Adult School, Tulare Adult School

(Public Law 105-220);	
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	State of California Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	N/A
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Tulare County Health & Human Services, Community Services for Employment & Training
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Porterville College, College of the Sequoias, Reedley College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);	Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Community Services for Employment & Training
Employment and training activities carried out by the Department of Housing and Urban Development; and,	City of Visalia
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Employment Development Department
Additional Partner Programs	Organization
Additional Partner	AARP Sr. Community Service Employment Program, Porterville Sheltered Workshop, Career Development Institute, Visalia Chamber of Commerce, Porterville Chamber of Commerce, Child Support Services of Tulare County, Tulare County Economic

Additional Partner Cont'd	Development Corporation, City of Porterville, Tulare County Organization for Vocational Education, Tulare County Veteran's Opportunity Committee, Turning Point of Central California, Central CA Small Business Division Center, City of Dinuba, City of Lindsay, Kern Community College, Porterville Community College, Small Bus Incubators, TCOVE, EDC, Veteran Opportunity Committee, Tule Rival Tribal, Turning Point, Workforce Investment Board
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WIA Local Plan Program Years 2013-17 Memorandums of Understanding

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

Local Partner Name	MOU Expiration Date
1. AARP Senior Community Service Employment Program	Automatically renewed annually unless notice of non-renewal is provided.
2. Career Development Institute	Automatically renewed annually unless notice of non-renewal is provided.
3. Central CA Small Business Development Center	Automatically renewed annually unless notice of non-renewal is provided.
4. City of Dinuba	Automatically renewed annually unless notice of non-renewal is provided.
5. City of Lindsay	Automatically renewed annually unless notice of non-renewal is provided.
6. City of Porterville	Automatically renewed annually unless notice of non-renewal is provided.
7. City of Visalia	Automatically renewed annually unless notice of non-renewal is provided.
8. College of the Sequoias	Automatically renewed annually unless notice of non-renewal is provided.
9. Community Services & Employment Training	Automatically renewed annually unless notice

	of non-renewal is provided.
10. Job Corps of Northern California	Automatically renewed annually unless notice of non-renewal is provided.
11. Porterville Adult School	Automatically renewed annually unless notice of non-renewal is provided.
12. Porterville Chamber of Commerce	Automatically renewed annually unless notice of non-renewal is provided.
13. Porterville College	Automatically renewed annually unless notice of non-renewal is provided.
14. Porterville Sheltered Workshop	Automatically renewed annually unless notice of non-renewal is provided.
15. Proteus, Inc.	Automatically renewed annually unless notice of non-renewal is provided.
16. Reedley College	Automatically renewed annually unless notice of non-renewal is provided.
17. State of California EDD	Automatically renewed annually unless notice of non-renewal is provided.
18. T.C.O.V.E.	Automatically renewed annually unless notice of non-renewal is provided.
19. Tulare Adult School	Automatically renewed annually unless notice of non-renewal is provided.
20. Tulare County Economic Development Corporation	Automatically renewed annually unless notice of non-renewal is provided.

21. Tulare County Health & Human Services	Automatically renewed annually unless notice of non-renewal is provided.
22. Tulare County Office of Education	Automatically renewed annually unless notice of non-renewal is provided.
23. Tulare County Veterans Opportunity Committee	Automatically renewed annually unless notice of non-renewal is provided.
24. Tule River Tribal Council	Automatically renewed annually unless notice of non-renewal is provided.
25. Turning Point/Reap	Automatically renewed annually unless notice of non-renewal is provided.
26. Visalia Adult School	Automatically renewed annually unless notice of non-renewal is provided.
27. Visalia Chamber of Commerce	Automatically renewed annually unless notice of non-renewal is provided.
28. WIB of Tulare County	Automatically renewed annually unless notice of non-renewal is provided.

Due to size of the size of the file that includes the full text of the MOU's listed above, please visit www.tularewib.org.

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

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

Name of local area: Workforce Investment Board of Tulare County

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	County of Tulare	Pete Vanderpoel Chair	2800 W. Burrel Ave. Visalia, CA 93291	559-636-5000 559-733-6898 pvanderpoel@co.tulare.ca.us
Fiscal Agent	Workforce Investment Board of Tulare County	Debbie Bach Administrative Services Officer	309 W. Main Street, Suite 120 Visalia, CA 93291	559-713-5200 559-713-5263 dbach@tularewib.org
Local Area Administrator	Workforce Investment Board of Tulare County	Adam Peck Executive Director	309 W. Main Street, Suite 120 Visalia, CA 93291	559-713-5200 559-713-5263 Apeck@tularewib.org
Local Area Administrator Alternate	Workforce Investment Board of Tulare County	David McMunn Deputy Director	309 W. Main Street, Suite 120 Visalia, CA 93291	559-713-5200 559-713-5263 dmcmunn@tularewib.org

Chief Local Elected Official

Signature

Date

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

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

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

**Tulare County Workforce Investment Board,
Incorporated**
By-Laws

Article I: Organization

Section 1.01: Name. The name of this organization shall be the Tulare County Workforce Investment Board Incorporated (TCWIB).

Section 1.02: Principal Office. The principal office for the transaction of business is fixed and located at 4025 West Noble Avenue, Suite A, Visalia, California. The Board of Directors of this Corporation may at any time change the location of the principal office to another location within the County of Tulare. This Corporation may also have offices at such other places as the Board of Directors may determine and fix by resolution.

Section 1.03: Authority. The Tulare County Workforce Investment Board Incorporated is established in accordance with Title I, Part A, Section 117 of the Federal Workforce Investment Act (Public Law 105-220, August 7, 1998), and in accordance with any and all associated enabling legislation, regulations and/or executive orders.¹

The Tulare County Workforce Investment Board, Inc. has been designated by the Tulare County Board of Supervisors (May 23, 2000, in Resolution Number 2000-390):

- a) as the lead agency to respond to both State and Federal directives in regard to the Workforce Investment Act (WIA) and Welfare-to-Work (WtW);
- b) as the lead agency to educate the community about the role and responsibilities under the Workforce Investment Act (HR1385) and Welfare-to-Work (WtW);
- c) as the lead agency charged with the responsibility of developing and implementing a One-Stop system of service delivery for workforce development within Tulare County in accordance with the Workforce Investment Act and regulations; and
- d) with authorization to enter into a Memorandum of Understanding with full and associate partners that identifies each partner's role and responsibility within the One-Stop system.

¹ A Glossary of Terms and Reference Documents are attached.
Original Date of Adoption: August 9, 2000

Article II: Purpose

Section 2.01: Purpose. This Corporation shall be organized to serve as a Workforce Investment Board (TCWIB) as established by Title I, Part A, Section 117 of the Workforce Investment Act (WIA) and shall function in accord with the provisions of the Acts and any and all associated legislation, regulations, and/or executive orders, to carry out the primary purposes of the Corporation which are as follows:

- (a) Operate as the lead agency for establishing policy for implementation of workforce investment system needs as mandated by the Workforce Investment Act (H.R. 1385).
- (b) Establish policy that will increase the involvement of the business community, educational institutions, organized labor, government agencies, CBO's and economic development agencies in workforce investment activities authorized by the TCWIB.
- (c) Identify, implement and establish policy to administer effective approaches to increase employment opportunities for job seekers or anyone who wants to advance his or her career, including targeted populations.
- (d) Establish policy that will provide for workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.
- (e) To act as a catalyst for workforce and business retention, expansion and a to be a forum for all local workforce policy.

Section 2.02: Nonprofit Public Benefit Activities. This Corporation shall be dedicated to educational and charitable means to further the primary purposes of the Corporation. Subject to the limitations stated in the Articles of Incorporation, this corporation shall engage in any lawful activities, none of which is for-profit, for which Non-Profit Public Benefit Corporations may be organized under the General Non-Profit Corporation Law of California, as it is currently in effect and may at any time be amended.

Article III: Goals

Section 3.01: Goals. The goals of the Tulare County Workforce Investment Board, Inc. are:

- (a) To establish priorities for the required services to meet the workforce investment needs of the County.
- (b) To secure more private sector jobs for individuals, utilizing universal access to the local workforce one-stop delivery system.
- (c) To attract greater private sector participation in all aspects of local workforce investment activities.
- (d) To serve as the private sector contact point in the workforce investment system in presenting

industry's views and recommendations for making the local workforce investment system more responsive to local hiring and business retention and expansion needs.

- (e) To participate jointly with the Tulare County Board of Supervisors in the development of plans to be submitted under WIA in accordance with agreements with the County of Tulare.
- (f) To strive for maximum coordination of effort within Tulare County between federal and State sponsored workforce investment activities by establishing lines of communication with appropriate federal, State and local agencies.
- (g) To engage business and industry in development and validation of education and workforce initiatives.
- (h) To create high quality services and easy access that is user friendly for business and maximizes use of tax credits and training incentives.
- (i) To expand and simplify access to an integrated service delivery system for employers and job seekers.

Article IV: Responsibilities

Section 4.01: Responsibilities. As a partner with the Tulare County Board of Supervisors in the implementation of the TCWIB workforce investment activities in Tulare County, this Corporation shall assume the following responsibilities:

- (a) To negotiate and enter into agreements with the Board of Supervisors establishing the respective roles and responsibilities of the Board and the TCWIB for implementation of the WIA at the local level.
- (b) To negotiate and enter into agreements with the Board of Supervisors for services to the TCWIB.
- (c) To prepare, in conjunction with the County Board of Supervisors, the five-year local workforce investment plan (Local Plan) for the local workforce investment area, as required by the WIA respectively.
- (d) To serve as the business and industry contact point in the local workforce investment system by incorporating private sector views and recommendations regarding local workforce investment and business retention needs into the TCWIB plans and programs.
- (e) To provide policy direction and oversight to Local Workforce Investment System in ways to increase private sector job placement for the job seekers.
- (f) To analyze private sector job opportunities, survey employment and training needs in the private sector, develop specific private sector workforce investment projects, and develop standards for the types of occupations to be selected for the expenditure of training funds.

- (g) To ensure the creation and maintenance of a one-stop delivery system that enhances the range and quality of workforce investment services that are universally accessible to all individuals seeking assistance.
- (h) To promote, organize, and establish policy to administer programs to develop training and employment opportunities in the private business sector for economically disadvantaged unemployed, under-employed, and marginally skilled persons.
- (i) To monitor the performance and effectiveness of those organizations who assist in the training and placing of eligible clients under the TCWIB programs.
- (j) To disseminate information concerning related programs.
- (k) To certify the one-stop operators in the County of Tulare with the agreement of the chief elected official².
- (l) To appoint in agreement with the chief elected official, a Youth Council as a subgroup of the TCWIB and to coordinate workforce and youth plans and activities with the youth council.
- (m) To develop a budget for the purpose of carrying out the duties of the TCWIB subject to the agreement of the chief elected official.
- (n) To:
 - 1) Identify and select eligible providers of adult and dislocated worker intensive services and training services;
 - 2) Identify and maintain a list of eligible training providers with performance and cost information.
 - 3) Select eligible youth service providers based on the recommendations of the Youth Council.
- (o) To develop and execute a memorandum of understanding (MOU) between the TCWIB and the local full and associate One-Stop partners relating to the operation of the local one-stop workforce delivery system in the Tulare County.
- (p) To coordinate workforce investment activities with economic development strategies and developing employer linkages; and promoting private sector involvement in the statewide workforce investment system through intermediaries such as the One-stop operators in the local area or through other organizations, to assist employers in meeting hiring needs.
- (q) To negotiate and reach agreement on local performance measures with the chief elected official and the Governor (WIA, Section 136 (c)(2)).

²The Tulare County Board of Supervisors

Article V: Members

Section 5.01: Members. This organization shall have no members. The representatives of this body shall be known as Directors and shall serve collectively as a Board of Directors.

Article VI: Board of Directors

Section 6.01: Powers. The business and affairs of this Corporation shall be managed by its Board of Directors, which may exercise all powers of the Corporation and do all such lawful acts as are not prohibited by statute, the Articles of Incorporation, the By-Laws, or directed or required to be exercised or done by others.

Section 6.02: Duties. It shall be the duty of the Directors to:

- (a) *Duties Imposed by Law Articles or By-Laws.* Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation of the Corporation or by these By-Laws.
- (b) *Supervision.* Supervise and direct any or all officers, agents (or employees where appropriate) of the Corporation to ensure that the responsibilities of the Corporation are properly carried out.
- (c) *Meetings.* Meet at such times, and for such purposes, as are specified by these By-Laws.

Section 6.03: Composition of Board of Directors. The governing board of this Corporation (Board of Directors) shall be constituted as follows:

Number of Directors. The total number of directors may vary from time to time when a single director with multiple affiliations represents more than one category/program/group/entity. In any case the number shall not conflict with the TCWIB Articles of Incorporation.

- (a) Director positions shall be filled in accordance with the Workforce Investment Act of 1998, Section 117 as follows:

<p>*Private Sector Business Majority</p> <p><u>Level and Type of Representation</u></p> <p>15% Labor Organizations</p> <p>2 Education</p> <p>2 Economic Development</p> <p>2 Community-based Operator</p> <p>Title I Funded Programs:</p> <p style="padding-left: 40px;">Workforce Investment Act</p> <p style="padding-left: 40px;">Migrant & Seasonal Farmworkerer</p> <p style="padding-left: 40px;">Native American Programs</p> <p>Other Resource Programs (Optional)</p>	<p>Non-Title I Funded Programs</p> <p>Adult Education & Literacy</p> <p>Rehabilitation</p> <p>TANF</p> <p>Older Workers, Title V</p> <p>Postsecondary Vocational Ed.</p> <p>NAFTA-TAA</p> <p>Veterans</p> <p>Community Serv. Block Grant</p> <p>HUD Employment & Training</p> <p>Unemployment Insurance</p> <p>Wagner Peyser</p>
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*This includes private sector for-profit and private sector non-profit businesses. Private sector for-profit business members of the Board of Directors shall be representative of each County supervisorial district. Each supervisorial district must be represented by a minimum of two (2) Directors from private sector for-profit businesses.

(b) *Qualifications.* In accordance with the Workforce Investment Act of 1998, Section 117 (b)(2), nominees must be individuals with optimum policy making authority within the entities, organizations, or agencies they represent, and for business, the foregoing and/or optimum hiring authority. All Directors on the TCWIB shall be active in their job or profession at the time of appointment.

(c) Nominees for private sector for-profit business membership on the Board Directors may be nominated by any current WIB Director or member of the Tulare County Board of Supervisors.

(d) At least 15 percent of the local Directors 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 Directors shall be representatives of labor organizations. (California Senate Bill 293)

Section 6.04: Appointment. The governing board of this Corporation shall be appointed by the Tulare County Board of Supervisors.

Recommendations to the Tulare County Board of Supervisors for appointment to the TCWIB shall reflect the nominee's primary category of representation and any additional category of representation from Section 6.03, above.

Any additional category of representation from Section 6.03 may be used when bi-annual WIB recertification by the State requires.

Section 6.05: Term of Appointment. The term of Directors shall be for two years. The Board of Supervisors shall designate, at the time of appointment, which members of the Board of Directors of the Corporation shall serve for one (1) year and which members shall serve for two (2) years. Thereafter, members appointed to the Board of Directors shall serve for a term of two (2) years.

If a Director is appointed to fill a vacancy created by a Director leaving the Board of Directors prior to the normal expiration of his or her term, the term of such successor Director shall be the remaining term of the Director vacating the Board.

In the event that a Director's term of appointment expires and the Board of Supervisors has been unable to re-appoint the duly recommended nominee(s), that Director's active term shall continue until the Tulare County Board of Supervisors has an opportunity to make appointments.

There shall be no limitation on the number of terms any individual may serve on the Board of Directors of the Corporation.

Section 6.06: Vacancies. Vacancies on the Board of Directors shall exist when one or more of the following situations occur:

- (a) A Director's fixed term of appointment expires;
- (b) A Director's official resignation is accepted by the TCWIB;
- (c) A Director dies;
- (d) A Director is removed for cause in accordance with the TCWIB By-Laws; or
- (e) A new, duly-approved membership slot is established.

The procedure for filling vacancies on the Board of Directors shall be as follows:

- (a) *Directors Representing Business.* The Board of Directors shall solicit nominations from chambers of commerce and other general-purpose business organizations for vacancies occurring among the positions on the Board of Directors representing private business. All qualified nominations shall be submitted by the TCWIB to the Board of Supervisors, which shall make appointments to the Board of Directors in accordance with the terms and conditions set forth in these By-Laws.

Other Directors. The Board of Directors shall solicit nominations from public and private educational organizations, organized labor, rehabilitation agencies, community-based organizations, economic development agencies, and/or other agencies defined in WIA and as determined appropriate for vacancies occurring among the positions on the Board of Directors. All qualified nominations shall be submitted by the TCWIB to the Board of Supervisors, which shall make appointments to the Board of Directors in accordance with the terms and conditions set forth in these By-Laws.

- (b) *Process.* All nominations and re-appointments will be reviewed by the TCWIB Executive Committee for compliance with the By-Laws and the WIA along with Executive Committee recommendations prior to submission to the Board of Supervisors for appointment.

Section 6.07: Attendance. Attendance will be recorded for each TCWIB meeting, including Committees, *ad hoc*, and Special Events.

- (a) **Attendance Requirement.** Directors missing all of the above meetings for an entire quarter will no longer be considered a Director in good standing. Continued absence in the subsequent quarter may be interpreted as resignation.
- (b) **Special Circumstances.** A Director, with the approval of the TCWIB Chair, may be granted a Leave of Absence for a reasonable period of time not to exceed twelve months.

Section 6.08: Release from Term of Office. A Director's term of office will end by:

- (a) Resignation, death, legal incapacity or removal due to conduct detrimental to the interests of the Corporation;
- (b) The failure or refusal of a mandated partner agency to participate on the WIB in accordance with the MOU and the By-Laws of the TCWIB;
 - (1) Notification shall be sent to the cognizant mandated partner agency that the Director has been released from their term of office. It will be that agency's responsibility to provide another nominee.
- (c) **Failure to Meet Attendance Requirement.** The TCWIB Executive Director, after consultation with the TCWIB Chair, will notify the Director.

The TCWIB Executive Director will notify the TCWIB Chairperson of any situations relative to this section and/or conduct detrimental to the interests of the Corporation.

Section 6.09: Removal of Directors. Any Director may be removed from the Board of Directors when the Board of Directors itself determines that such removal is called for on the basis of the conditions referenced in the preceding section. To accomplish such removal requires that the Board comply with the following procedures:

- (a) The Director in question shall be given notice not less than fourteen (14) days prior to any impending action. This notice shall be:
 - (1) in writing detailing the time and place of the meeting where such action will be taken; and,
 - (2) mailed to the Director in question with a return receipt requested.
- (b) The Director in question shall be given reasonable opportunity to speak before the Board of Directors; however, failure to appear before the Board shall not be an impediment to the removal action.
- (c) A Director may be removed by a majority vote of a quorum of the Board of Directors.

Section 6.10: Compensation. Directors shall serve without compensation.

Section 6.11: Non-liability of Directors. The Directors shall not be personally liable for the debts, liabilities, or other obligations of the Corporation.

Section 6.12: Indemnity by Corporation for Litigation Expenses of Director, Officer or Employee. This Corporation shall have the power to indemnify any agent, as the term is defined in Section 5238(a) of the

Corporation's Code of the State of California, in accord with the provisions of Section 5238 of the Corporations Code of the State of California.

Article VII: Officers

Section 7.01: Officers. The officers of the organization shall consist of a Chairperson, Vice-Chairperson, Secretary, Treasurer and such other officers as the Board may appoint. The Chairperson and Vice Chairperson shall be from the private sector business category. The Chairperson, Vice-Chairperson, Secretary, or Treasurer shall not be the same individual.

Section 7.02: Selection Process and Term of Office. The Board of Directors shall annually elect, by a majority vote, at least the Vice-Chairperson, Secretary and Treasurer. The Chairperson will be appointed by the Board of Supervisors annually prior to the Annual meeting, effective the day following the Annual Meeting. The other three (3) officers of the organization may be elected to successive one-year terms of office taking effect immediately following the Annual Meeting.

- (a) Prior to the appointment of the Chairperson, the TCWIB may recommend a Chairperson nominee(s) to the Board of Supervisors in accordance with the procedures established by the Board of Supervisors.
- (b) Prior to the election of officers, a nominating committee will be appointed by the TCWIB Chairperson and a slate of nominees should be presented at the regular TCWIB meeting prior to the Annual meeting. Additional nominations may be made at the Annual meeting.

Section 7.03: Subordinate Officers. The Board of Directors may elect or appoint such other officers, assistant officers, agents, administrators, coordinators, (and other employees where appropriate) as it shall deem necessary or desirable. They shall hold their offices for such terms and shall have such authority and perform such duties as shall be determined by the Board of Directors.

Section 7.04: Removal and Resignation. Any officer may be removed from their office either with or without cause by a consenting vote equal to two-thirds of the total number of Directors then serving on the Board. Any officer may resign at any time for any reason by giving written notice to the chairperson or Secretary of the Board. Such resignation shall be effective upon receipt.

Section 7.05: Vacancy. A vacancy in any office, with the exception of the Chairperson shall be filled by the Board of Directors in a timely manner following such vacancy. A vacancy of the Chairperson office will be filled by the same process as Section 7.02. This process will start after being notified of the vacancy. The term(s) will expire at the next annual meeting.

Section 7.06: Duties of the Chairperson. The Chairperson of the Board of Directors, subject to the control of the Board of Directors, these By-Laws, and federal and State law, shall have the responsibility for the general supervision, direction and control of the business and affairs of the Corporation. The Chairperson of the Board of Directors shall be the executive officer of the Corporation who shall preside at all meetings of the Board of Directors, and shall see that all of the orders and resolutions of the Board of Directors are carried into effect. The Chairperson may participate as an ex-officio member of all standing committees of this

Corporation. The Chairperson shall have any other powers and duties as may be prescribed from time to time by the Board of Directors.

Section 7.07: Duties of the Vice-Chairperson. The Vice-Chairperson of the Board of Directors shall perform the duties and exercise the powers of the Chairperson in the absence or disability of the Chairperson. The Vice-Chairperson shall also have any other powers and duties as the Board of Directors shall prescribe.

Section 7.08: Duties of the Secretary. The Secretary of the Board of Directors shall have the overall responsibility to keep a full and complete record of the proceedings of the meetings of the Board of Directors. In addition, the Secretary shall perform or cause to be performed, the following duties:

- (a) Certify the By-Laws of this Corporation and maintain the original or a copy of these By-Laws as amended or otherwise altered to date.
- (b) Keep and maintain an official listing of the current members of the Board of Directors, including current addresses of such Directors.
- (c) Give official notice of all meetings of the Board of Directors and its actions.
- (d) Exhibit records to Directors and members of the public at all reasonable times as required by law.
- (e) Assume any other duties and powers as may be prescribed by the Board of Directors.

Section 7.09: Duties of the Treasurer. The Treasurer shall have the overall responsibility for ensuring that, where appropriate, financial record keeping, receipt of corporate funds, and disbursement of corporate funds are accomplished in accordance with the requirements of all applicable federal and State law and regulations and in conformance with generally accepted accounting practices.

Section 7.10: Bonds. The Board of Directors shall require of every officer, director, agent or employee who is authorized to act on behalf of the Corporation for the purposes of receiving or depositing funds or issuing financial documents, checks, or other instruments for payment of costs, a bond for the faithful discharge of duties in such sum and with such sureties as shall be prescribed by the Board of Directors in accord with applicable federal regulations.

Article VIII: Committees

Section 8.01: Committees. The Board of Directors of the Corporation may designate as may be determined as necessary to the business and affairs of the Corporation. There will be an executive committee and standing committees, namely, a Program Committee, a Public Relations/Marketing Committee, and Sector Committees.

The Board of Directors of the Corporation may designate as may be determined as necessary to the business and affairs of the Corporation additional ad hoc committees. Membership of such committees may, unless otherwise prescribed in these By-Laws, be comprised of Directors of the Corporation and any other individuals the Board of Directors may from time to time appoint.

Section 8.02: Executive Committee. The Board of Directors shall elect an Executive Committee which shall consist of a minimum of seven (7) members of the Board of Directors. The Executive Committee shall include all elected officers of the TCWIB, three (3) [elected] Directors, the chairpersons of each Committee and Council of the WIB and the immediate past chair, if applicable. The Executive Committee may meet at stated times or upon notice to all of its members by any one of its members. This Committee has the authority to exercise all powers of the Board of Directors, excepting the power to amend the By-Laws of the Corporation, while the Board of Directors is not in session. All business transacted by such committee must be submitted to and reported to by the Board of Directors at its next regular meeting or at a special meeting called for that purpose. Vacancies among the officers of the Executive Committee shall be filled by the Board of Directors at a regular meeting or at a special meeting called for that purpose.

Section 8.03: Standing Committees. To fulfill TCWIB responsibilities as required in Section 117 of the Workforce Investment Act as well as provide policy and guidance to objectives the TCWIB may deem appropriate, the following standing committees are established: a Program Committee, a Public Relations/Marketing Committee, and Sector Committees. Each committee chairperson, vice-chairperson and committee member will be appointed by the TCWIB Chairperson.

- (a) The Program Committee will provide for development and implementation of the following TCWIB objectives:
 - (1) A local workforce investment plan in accordance with WIA.
 - (2) Program Procurement.
 - (3) Provide review and oversight for monitoring and evaluation of activities under the five-year local workforce investment plan as required by the Workforce Investment Board and in Section 117 of the Workforce Investment Act and 661.305 (a) (1) of the regulations.
- (b) The Public Relations/Marketing Committee will provide for policy and guidance to initiate advertising, public relations and image building which will further TCWIB activities, such as the Employment Connection system and youth projects.
- (c) Sector Committees will represent business sectors in the community. They will address the following issues:
 - (1) Confront Workforce Development issues facing each Sector.
 - (2) Act as an industry advisory group for career technical education programs.
 - (3) Develop and approve Customized Training and approve Employment Training Panel agreements in each sector.
 - (4) Review TCWIB expenditures on training within each sector.

Section 8.04: Ad-Hoc Committees. The TCWIB Chair or the Executive Committee may find it necessary to appoint ad-hoc committees to work on targeted issues, such as personnel and legislative. These committees will have no permanent status and will be called upon by the Chair or Executive Committee on an as needed basis.

Article IX: Councils

Section 9.01: Youth Council. The Youth Council members will be appointed by the TCWIB in accordance with an agreement between the TCWIB and Tulare County Board of Supervisors. Nominations and re-appointments will be reviewed by the Youth Council for compliance with local selection criteria and WIA compliance prior to submission of a recommendation to the TCWIB for appointment. The Youth Council chairperson and vice-chairperson will be appointed by the TCWIB Chairperson; the appointees, in their capacity as Chair and Vice Chair, shall represent the TCWIB.

- (a) Youth Council membership appoint representatives:
 - Youth enrolled in school
 - Out-of-school youth
 - Private sector representatives
 - Educational agencies serving youth
 - Private nonprofit agencies serving youth
 - Apprenticeship training programs serving youth

- (b) The Youth Council will assist the TCWIB in building and enhancing an effective youth service delivery system by becoming the mechanism to ensure that appropriate stakeholders come together to both identify and solve youth workforce investment challenges.

- (c) The Youth Council, acting in an advisory capacity, will provide the expertise and leadership that enables the community to maximize existing services to youth and to seek additional resources to fill gaps in service (WIA, Section 123).

- (d) TCWIB Youth Council Attendance Policy:
 - a. Approximately twelve (12) full Youth Council meetings will be scheduled each year. Youth Council members are required to attend a minimum of 2/3 of the meetings held in the calendar year (8 of 12).

Youth Council members, who do not meet the Council's attendance requirements, will be notified in writing of their proposed removal from the Council. The Youth Council co-chairs will recommend, to the TCWIB Chair, an action to terminate the individual's Youth Council membership following a 30-day appeal period. The 30-day appeal period begins the day the Council member receives verified notification of the proposed action.

The Council member may appeal the recommendation to terminate his/her membership by writing a letter to the Youth Council co-chairs within the 30-day appeal period. The appeal will be considered by the Youth Council Executive Committee and a decision communicated back to the individual within 30 days of receipt of the appeal.

- (e) TCWIB Youth Council Committee Assignments and Attendance Policy:
 - a. All Youth Council members are required to serve on at least one of the Council’s committees. A committee preference survey will be sent to Council members on an annual basis. Survey results will be reviewed by the Youth Council co-chairs and committee assignments established within 30 days of the survey deadline.

Committees shall meet approximately 4 times per year. Additional committee meetings will be schedule as necessary. Committee members are required to attend at least 50 percent of the committee meetings held in the calendar year.

Section 9.02: Employment Connection Council. The Employment Connection Council representatives will be from partners which have successfully negotiated a Memorandum of Understanding or Statement of Intent with the TCWIB. The Employment Connection partnering agencies listed in Section 121 (b)(1)(B) of the WIA, shall not exceed one (1) representative each on the Council. The Employment Connection Council chairperson and vice-chairperson will be appointed by the TCWIB Chairperson. In their capacity, as Chair and Vice-Chair of the Employment Connection Council; the appointees, shall represent the TCWIB.

- (a) The Employment Connection Council in accordance with Federal and State guidelines will provide the means by which the local one-stop partners will have opportunities for input into policy decisions, made by the TCWIB regarding the local one-stop workforce delivery system and will ensure consistency in the implementation of policy decisions of the TCWIB.
- (b) Council will establish its own attendance requirements.

Removal of a Council member will follow the provision of Section 6.09.

Article X: Meetings of the Board

Section 10.01: Place. The meetings of the Board shall be held at the principal office of the Corporation or at such other place or places within the County of Tulare as may be designated from time to time by the Board of Directors and/or the Chairperson of the Board. Time and place of meetings shall be posted for public view at least seventy-two (72) hours prior to the scheduled meeting.

Section 10.02: Regular Meetings. Regular meetings of the Board shall be held at the discretion of the Board and/or the Chairperson of the Board.

Section 10.03: Annual Meeting. The annual meeting shall be held within 120 days of the start of the WIA fiscal year. The time and place of this meeting shall be determined by the Executive Committee. The purpose

of the annual meeting shall be to elect officers, present the annual report and to conduct such other business as may be necessary at that time.

Section 10.04: Special or Emergency Meetings. Special or emergency meetings of the Board or Executive Committee may be called at any time by the Chairperson or upon written request by a majority of the Board's Directors or the Executive Committee.

Section 10.05: Committee Meetings. All TCWIB Board Directors shall receive notice of committee meetings and may attend and participate as voting members of all committee meetings, subject to the following exception:

- (a) There must be a quorum of the actual committee present.
- (b) If a majority of the members of the TCWIB are present at a meeting of a standing committee, TCWIB members who are not members of that committee shall attend only as observers by watching and listening to the committee proceedings, and may not ask questions or make statements.
- (c) A majority of the members of the TCWIB shall not be permitted to be present at a meeting of an ad hoc committee.

Section 10.06: Notice of Meetings. Notice of the time and place of each meeting of the Board of Directors shall be given to each member of the Board, the Tulare County Board of Supervisors and to each person or organization which has requested in writing notice of such meeting, at least seven (7) days prior to such meeting and in the case of special meetings at least three (3) days or forty-eight (48) hours if delivered personally or by telephone.

Section 10.07: Contents of Notice. Notice of meetings of the Board shall specify the place, the day and the hour of the meeting and shall be accompanied by an agenda of the business to be transacted.

Section 10.08: Quorum. A quorum shall consist of a majority of the filled, voting positions of the duly appointed Directors. Directors on an extended leave of absence, as determined by the Chair, shall not count among the filled, voting positions for the purpose of determining a quorum. Directors no longer in good standing as defined in section 6.07(a) of the By Laws will not count for the purpose of establishing a quorum.

A quorum is required for the actions of all appointed committees and shall consist of a majority of the duly appointed Directors assigned to that committee. Transactions of any meeting of the Board of Directors, however called and noticed and when held, shall be valid if a quorum is present.

Section 10.09: Voting. Each Director shall be entitled to one (1) vote and shall have the privilege of participating fully in the voting procedure, except when a Director's vote would have a direct bearing on services to be provided by, or would financially benefit that Director or any organization represented by that Director, thus creating the potential of conflict of interest. In such case, that Director shall refrain from discussion and/or vote on the subject matter. A Director shall not cast a vote on, participate in, or in any way attempt to use his or her official position to influence: (1) any decision on the provision of services by that

Director (or any organization which the Director directly represents), or (2) any decision or matter which would provide direct financial benefit to that Director, or in which that Director knows or has reason to know that he or she, any member of that Director's immediate family, that Director's partner, or any organization which employs, or is about to employ, any of the same, has a financial or other interest; and, in each such case that Director shall disclose his or her disqualifying interest, and that fact shall be included in the minutes of the meeting.

- (a) In accordance with the Agreement Between The Tulare County Workforce Investment Board, Inc. and the Tulare county Board of Supervisors Establishing Roles and Responsibilities, Section II. C., define the Board of Supervisors designated liaison as an active participant in all TCWIB activities, who may participate in discussion, and may exercise voting authority and may count toward establishment of a quorum.

Section 10.10: Conduct of Meetings. Meetings of the Board of Directors shall be presided over by the Chairperson, or, in the Chairperson's absence, by the Vice-Chairperson, or in the absence of both, by an acting Chairperson chosen by a majority of the Directors present. The Secretary of the Corporation shall act as Secretary of all meetings of the Board, provided that in the Secretary's absence, the Presiding Officer shall appoint another person to act as Secretary of the meeting.

- (a) Meetings shall be governed by Robert's Rules of Order, as such rules may be revised from time to time, insofar as such rules are not inconsistent with or in conflict with these By-Laws, with the Articles of Incorporation, or with the law.
- (b) All meetings shall be open to the public and conducted in conformance with California Government Code SS54950 et seq. commonly referred to as the "Ralph M. Brown Act".
- (c) A meeting, to be valid, must have a quorum present as per Section 10.08 of these By-Laws. If a meeting should fail to have a quorum present, such meeting shall be declared invalid for the purpose of transacting business and shall be adjourned. The Chairperson may reconvene the Directors present as a committee. All actions of the committee, as a whole, will be submitted to the next TCWIB meeting for their approval.

Article XI: Fiscal Year

Section 11.01: Date of Fiscal Year. The fiscal year of the Corporation shall begin on the first day of July and end on the last day of June in each year.

Article XII: Execution of Instruments, Deposits and Funds

Section 12.01: Execution of Instruments. The Board of Directors, except as otherwise provided in these By-Laws, may by resolution authorize any officer or agent of the Corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent, or employee shall have any power or authority to bind the Corporation by any contract or agreement or to pledge its credit or to render it liable monetarily for any purpose or in any amount. The Administrator of the Corporation shall attest to all instruments entered into on behalf of the Corporation.

Section 12.02: Checks and Notes. Where appropriate and except as otherwise specifically determined by resolution of the Board of Directors, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidences of indebtedness of the Corporation shall be signed by the Treasurer and counter-signed by the Chairperson or Vice-Chairperson of the Corporation; except that the County of Tulare and the financial procedures employed by the chief financial officer thereof may supersede this section for the purposes of the handling of funds disbursed within the local workforce investment area directly under the Federal Workforce Investment Act of 1998, in accordance with an agreement between the County and the Board of Directors of the Corporation.

Section 12.03: Deposits. Where appropriate all funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of Directors may select, in accord with the provisions of the federal regulations.

Section 12.04: Gifts. When appropriate the Board of Directors may accept, on behalf of the Corporation, any contribution, gift, bequest, or device for the general purposes or for any special purposes of the Corporation.

Article XIII: Corporate Records, Seal and Logo

Section 13.01: Minutes of Meeting. The Corporation shall keep at its principal office, or at such other place as the Board of Directors may order, a book of minutes recording the proceedings of all meetings of Directors and of all meetings of committees, with the time and place of holding, whether regular or special, and, if special, how authorized, the notice given, the names of those present at committee meetings, the number of persons present at any meetings.

Section 13.02: Books of Account. When appropriate the Corporation shall keep and maintain adequate and correct accounts of its properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses.

Section 13.03: Records Available to Assessors. When appropriate and on request of an assessor, the Corporation shall make available at its principal office or at a place mutually acceptable, a true copy of business records relevant to the amount, cost, and value of property, subject to local assessment, which it owns, possesses or controls within the County.

Section 13.04: Inspection of Records by Directors. The Articles of Incorporation, By-Laws and books of account shall, at all reasonable times, be open to inspection by any Director. Every Director shall have the absolute right at any reasonable time to inspect all books, records, documents of every kind, and the physical properties of the Corporation. Such inspection may be made in person or by an agent or attorney, and the right of inspection includes the right to make extracts. Demand of inspection other than at a meeting shall be made in writing and directed to the Chairperson or Secretary of the Corporation. The Corporation may charge a reasonable fee for making extracts. A log of such inspections shall be maintained to document the date, material inspected and extracts copied.

Section 13.05: Inspection of Records by the Public. The Articles of Incorporation, By-Laws, books of account, and the minutes of meetings of the Directors, and committees shall be open to inspection on the written demand of any member of the public at any reasonable time. Such inspection may be made in person

or by agent or attorney, and the right of inspection includes the right to make extracts. The Corporation may charge a reasonable fee for making extracts.

Section 13.06: Annual Report and Financial Statement. The Board of Directors may provide for the preparation and submission to the members of the Board of a written annual report, including a financial statement. Such a report, if required by the Board, shall summarize the Corporation's activities for the preceding year and activities projected for the forthcoming year; the financial statement shall consist of a balance sheet as of the close of business of the Corporation's fiscal year, contain a summary of receipts and disbursements, be prepared in such manner and form as is dictated by sound accounting practices and be certified by the Chairperson, Treasurer, or a public accountant.

Section 13.07: Corporate Seal. The Board of Directors may adopt, use, and at will alter, a corporate seal. Such seal, if adopted, shall be affixed to all corporate instruments, but failure to affix it shall not affect the validity of any such instrument.

Section 13.08: TCWIB Logo. The TCWIB logo shall be included on all correspondence and official documents generated by the TCWIB Administration under the Workforce Investment Act (WIA). Other parties may use the TCWIB logo with the *written* approval of the TCWIB Executive Director.

Article XIV: Prohibition Against Sharing Corporate Profits and Assets

Section 14.01: Prohibition. No Director, officer, employee, or other person connected with this Corporation, or any other private individual, shall receive at any time any of the net earnings or profit from the operations of the Corporation. This provision shall not prevent payment to any such person of reasonable compensation for services rendered to, or for, the Corporation in carrying out any of its purposes. No such person or persons shall be entitled to share in the distribution of or receive any of the Corporation assets on dissolution of the Corporation. All agents of the Corporation shall be deemed to have expressly consented and agreed that on such dissolution, the assets of the Corporation, after all debts have been satisfied, then remaining shall be distributed as required by the Articles of Incorporation not otherwise.

Article XV: Distribution of Income and Prohibition on Transfers

Section 15.01: Limitations. Notwithstanding any other provision in these By-Laws, the Corporation shall be subject to the following limitations and restrictions:

- (a) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax laws.
- (b) The Corporation shall not engage in any act of self dealing as defined in Section 4941(d) of the Internal Revenue code of 1954, or corresponding provisions of any subsequent federal tax laws.
- (c) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax laws.
- (d) The Corporation shall not make any investment in such a manner as to subject it to tax under Section 4944 of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax laws.

Article XVI: Amendment of the By-Laws

Section 16.01: Amendment Procedures These By-Laws may be amended or repealed and new By-Laws adopted, by the vote of two-thirds of the members of the Board of Directors. Notice required for a meeting to change or repeal the By-Laws shall be seven (7) days prior to the date of the meeting. All members of the Board of Directors shall receive written notice, personally or by mail that one of the purposes of such meeting of the Board of Directors is to consider a change in the By-Laws, with the text of the proposed amendment(s).

WIB By-Laws Amended 7-13-05

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

Local Board Name:	Workforce Investment Board of Tulare County
Contact Person:	Adam Peck, Executive Director
Telephone:	559-713-5200
Date:	May 2, 2013

Local Workforce Investment Board Membership Certification

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

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

William DeLain _____
 Local Workforce Investment Board Chair Signature Date

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

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

Name	Title	Entity	Appointment Date	Term End Date
William DeLain	Region Manager	Southern California Edison	05-23-2000	05-31-2014
Mariann Hedstrom	Owner	Visalia Lumber Company	05-23-2000	05-31-2013
Joe Hallmeyer	President	Ken’s Stakes & Supplies	05-23-2000	05-31-2014
Harroll Wiley	Senior Ag. Loan Officer	Bank of the Sierra	06-12-2001	05-31-2013
Gamaliel Aguilar	CPA – Partner	Pine, Pedroncelli & Aguilar, Inc.	11-06-2001	05-31-2014
Jeff Fly	Chief Executive Officer	Turning Point of Central CA	05-23-2000	05-31-2013
Robert Alcazar	Farmworker Division Director	Proteus, Inc.	05-23-2000	05-31-2014
Patricia Stever Blattler	Executive Director	Tulare County Farm Bureau	09-11-2007	05-31-2013
Randy Baerg	President	Warren & Baerg Manufacturing, Inc.	03-08-2011	05-31-2013
Ronny Jungk	Executive Board Treasurer	International Brotherhood of Electrical Workers (IBEW)	11-22-2005	05-31-2013
Kevin Cole	Asst Business Manager	IBEW	08-12-2008	05-31-2014
Kerry Hydash	Chief Human Resource Officer	Family Health Care Network	07-10-2012	05-31-2014

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

Name	Title	Entity	Appointment Date	Term End Date
1. Carolyn Kehrli	Superintendent of General Services	Cutler-Orosi Joint Unified School District	07-27-2004	05-31-2014
2. Jim Vidak	Superintendent of Schools	Tulare County Office of Education	05-23-2000	05-31-2013
Rosa Carlson	President	Porterville College	08-27-2002	05-31-2013
Joe Hallmeyer	President	Ken's Stakes & Supplies	05-23-2000	05-31-2014
Timothy Chaney	District President	SEIU 1000	04-28-2009	05-31-2014

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

Name	Title	Entity	Appointment Date	Term End Date
1. Kevin Cole	Asst Business Manager	International Brotherhood of Electrical Workers	08-12-2008	05-31-2014
2. Timothy Chaney	District President	SEIU 1000	04-28-2009	05-31-2014
Randy Dennis	Firemen	Fresno Fire Department	08-12-2008	05-31-2013
Ronny Jungk	Executive Board Treasurer	International Brotherhood of Electrical Workers	11-22-2005	05-31-2013

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

Name	Title	Entity	Appointment Date	Term End Date
1. Jeff Fly	Chief Executive Officer	Turning Point of Central CA	05-23-2000	05-31-2013
2. Robert Alcazar	Farmworker Division Director	Proteus, Inc.	05-23-2000	05-31-2014

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

Name	Title	Entity	Appointment Date	Term End Date
1. Harroll Wiley	Senior Ag. Loan Officer	Bank of the Sierra	06-12-2001	05-31-2013
2. William DeLain	Region Manager	Southern California Edison	05-23-2000	05-31-2014

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

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

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

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

Name	Title	Entity and Program(s)	Appointment Date	Term End Date
Robert Alcazar	Farmworker Division Director	Proteus & WIA Youth	05-23-2000	05-31-2014
Robert Alcazar	Farmworker Division Director	Proteus & Adult & DW	05-23-2000	05-31-2014
Robert Alcazar	Farmworker Division Director	Proteus & MSF (Section 167)	05-23-2000	05-31-2014
Teri Dobson	WIA Director	Native American Programs (Section 166)	03-08-2011	05-31-2014

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

Name	Title	Entity	Appointment Date	Term End Date
Shelly Tarver	Cluster Manager	EDD	11-06-2012	05-31-2013

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

Name	Title	Entity	Appointment Date	Term End Date
Carolyn Kehrli	Superintendent of General Services	Cutler-Orosi Joint Unified School District	07-27-2004	05-31-2014
Jim Vidak	Superintendent of Schools	Tulare County Office of Education	05-23-2000	05-31-2013

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

Name	Title	Entity	Appointment Date	Term End Date
Robert Kleyn	Rehabilitation Supervisor	State of California Department of Rehabilitation	09-11-2012	05-31-2013

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

Name	Title	Entity	Appointment Date	Term End Date
Jason Britt	Director	Health & Human Services Agency	06-29-2010	05-31-2014

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

Name	Title	Entity	Appointment Date	Term End Date
Rosa Carlson	President	Porterville College	08-27-2002	05-31-2013

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

Name	Title	Entity	Appointment Date	Term End Date
Shelly Tarver	Cluster Manager	EDD	11-06-2012	05-31-2013

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

Name	Title	Entity	Appointment Date	Term End Date
Shelly Tarver	Cluster Manager	EDD	11-06-2012	05-31-2013

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

Name	Title	Entity	Appointment Date	Term End Date
Robert Alcazar	Farmworker Division Director	Proteus, Inc.	05-23-2000	05-31-2014

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

Name	Title	Entity	Appointment Date	Term End Date

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

Name	Title	Entity	Appointment Date	Term End Date
Shelly Tarver	Cluster Manager	EDD	11-06-2012	05-31-2013

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

Name	Title	Entity	Appointment Date	Term End Date
Mike Ennis	Supervisor	Tulare County Board of Supervisors		BOS Term
George Maness	Veteran's Employment Committee	Veteran's Employment & Veteran's Opportunity Day Committee	07-27-2004	05-31-2014

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

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

Name	Title	Entity	Appointment Date	Term End Date

CORRECTIVE ACTION COMMENTS:

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

COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES:

Total number of individuals currently sitting on local board = 23
Number of vacancies currently on local board = 1
Total local board membership = 24

Total number of business representatives currently sitting on local board = 12
Number of business representative vacancies currently on local board = 1
Total local board Business Members = 13

Divide total local board business members by total local board membership = 54% (must be greater than 50%)

COMPLIANCE WITH LABOR REPRESENTATIVES

Total number of labor representatives currently sitting on local board = 4
Number of labor representatives vacancies currently on local board = 0
Total local board Labor Representatives = 4

Divide total local board labor representatives by total local board membership = 17% (must be at least 15% unless not enough nominated by local labor federation, then at least 10%)

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

This local plan represents the Tulare County

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

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

Local Workforce Investment Board Chair

Chief Local Elected Official

Signature

Signature

William DeLain
Name

Pete Vanderpoel
Name

WIB Board Chair
Title

Chair, Tulare County Board of
Supervisors
Title

Date

Date