

Board Meeting

Monday, October 1, 2018
Stanislaus County Center III "The Learning Institute" Room 1
917 Oakdale Road, Modesto CA 95355
12:00 pm – 2:00 pm

The Workforce Development Board complies with all provisions of the Brown Act and the Conflict of Interest Code on file with the Stanislaus County Department of Workforce Development. See links below.

http://ag.ca.gov/publications/2003_Intro_BrownAct.pdf

<http://stanworkforce.com/aboutus/meetings>

The agenda at each meeting allows for a public comment period, limited to 5 minutes. Public Comment forms are available at www.stanworkforce.com.

All meetings are conducted in English.

If you require assistance per the Americans with Disabilities Act, please notify Stanislaus County Workforce Development at (209) 558-2114, 48 hours in advance of the meeting.

Public notice of all Workforce Development Board meetings are posted 72 hours in advance of the meeting at the location site and on the webpage at www.stanworkforce.com.

- I. Call to Order and Introductions
- II. Conflict of Interest
- III. Public Comment Period
- IV. Board Report
- V. Introduction of new Workforce Development Board Members Mary Machado and Maryn Pitt
- VI. Director's Report
 - A. Update of Department Activities
 - B. Individual Training Accounts and Cohort Training
- VII. Presentation
 - A. Meeting of the Minds Conference – Board Members
 - B. Friends Outside
- VIII. Consent Items
 - A. Approve the Minutes of the April 2, 2018 Workforce Development Board Meeting
 - B. Approve the Minutes of the June 25, 2018 Workforce Development Board Meeting
 - C. Approval of the Workforce Development Meeting Dates for 2019
 - D. Approval to Take a Recommendation to the Stanislaus County Board of Supervisors to Release a Request for Proposal for Rapid Response Activities
 - E. Approval of the Performance Levels Negotiated with the State of California Employment Development Department for the Local Workforce Development Area and Approval of Recommendation to the Board of Supervisors
- IX. Discussion and Action Items
 - A. Approval to Form a Veterans' Committee, Select a Member of the Workforce Development Board to Serve as Chair, and Allow the Newly Appointed Chair to Take Necessary Action for the For Veterans' Committee Formation

- B. Approval to Take a Recommendation to the Stanislaus County Board of Supervisors to Release a Request for Proposal for Sector Strategies, Employer Assessment and Employer Assistance Program
- X. Future Topic and Discussion
 - A. Individual Training Accounts
 - B. Self Sufficiency Wages

Next Meeting: Monday, January 7, 2019 Pending Approval of WDB
Location: 1325 H Street, Modesto CA 95354
Time: 12:00 pm – 2:00 pm

Future Meetings: April 1, 2019 Pending Approval of WDB



Fiscal Year 2017-2018 Individual Training Accounts and Cohort Training

SCHOOL	COURSE	NUMBER OF PARTICIPANTS	TOTAL PAID
ABRAMS COLLEGE	MEDICAL ASSISTANT	2	\$ 6,140
CAL-TRADE WELDING SCHOOL	AWS. WELDING INSPECTOR COURSE	1	\$ 5,500
CAL-TRADE WELDING SCHOOL	COMBINATION WELDING	1	\$ 5,500
CAL-TRADE WELDING SCHOOL	STRUCTURAL WELDING	3	\$ 16,500
CENTRAL VALLEY OPPORTUNITY CNT	BUSINESS OCCUPATIONS (GENERAL)	1	\$ 5,500
COMPUTER TUTOR BUSINESS & TECH (STELLAR CAREER COLLEGE)	ADMINISTRATIVE ACCOUNTING CLERK I	1	\$ 5,500
COMPUTER TUTOR BUSINESS & TECH (STELLAR CAREER COLLEGE)	ADMINISTRATIVE ACCOUNTING CLERK II	1	\$ 5,500
COMPUTER TUTOR BUSINESS & TECH (STELLAR CAREER COLLEGE)	ADMINISTRATIVE ASSISTANT I	1	\$ 4,950
DeHART TECHNICAL SCHOOL	HVAC/R FACILITIES MAINT COURSE 1	1	\$ 5,335
DeHART TECHNICAL SCHOOL	HVAC/R FACILITIES MAINT COURSE 3	3	\$ 20,412
DENTAL ASSISTING INSTITUTE	DENTAL ASSISTANT	3	\$ 12,800
GREEN VALLEY TRUCK SCHOOL	CLASS A (GROUP OF 2) 160 HOURS	19	\$ 99,643
INSTITUTE OF TECHNOLOGY, INC.	PROFESSIONAL MEDICAL ASSISTANT	1	\$ 3,355
MODESTO CITY SCHOOLS/ROP	Certified Nurse Assistant	1	\$ 537
MODESTO JUNIOR COLLEGE	AUTOMOTIVE MECHANIC (ENTRY LEVEL)	1	\$ 5,312

MODESTO TECHNICAL COLLEGE	AUTOMOTIVE MECHANIC I	2	\$	11,000
MODESTO TECHNICAL COLLEGE	CERTIFIED AND PRODUCTION WELDING I	6	\$	33,000
MODESTO TECHNICAL COLLEGE	INDUSTRIAL MAINTENANCE MECHANIC	1	\$	5,500
MODESTO TECHNICAL COLLEGE	INDUSTRIAL MAINTENANCE TECHNICIAN	1	\$	5,500
STANISLAUS COUNTY OFFICE OF EDUCATION (VOLT Institute)	INDUSTRIAL MAINTENANCE MECHNIC I	14	\$	56,750
THE ACADEMY OF PROFESSIONAL DEVELOPMENT	EXECUTIVE PROTECTION SPECIALIST	1	\$	5,000
TRUCK DRIVING ACADEMY	OTR TRUCK DRIVER	1	\$	4,500
WESTERN PACIFIC TRUCK SCHOOL	TRACTOR TRAILER OPERATOR	5	\$	25,319

VOLT INSTITUTE	2016-2017	2018-2019	Total
STANISLAUS COUNTY FUNDED	\$ 175,000	\$ 100,000	\$ 275,000

COHORT TRAINING	2017-2018	PARTICIPANTS	AVERAGE COST
MODESTO JR. COLLEGE MANUFACTURING SKILLS TRAINING	\$ 100,000	13	\$ 7,692

Board Meeting

Monday, April 2, 2018
10th Street Place Basement Training Room,
1010 10th Street, Modesto, CA 95354
12:00 pm – 2:00 pm

Members in attendance:

Josh Bridegroom
Ross Briles
Cal Campbell
Jennifer Carlson-Shipman
Tom Changnon
Dean Fadeff
Richard Hagerty
Kathryn Harwell
Jody Hayes

Kris Helton
Dick Monteith
Doug Murdock
Bill O'Brien
Cecil Russell
Chris Savage
Douglas Van Diepen
Greg Vincelet
James B. Wood Jr.

Members absent:

Michael Alves
Margarita Cabalbag
Mahalia Gotico

Steve Hopper
Pedro Mendez
Tim Robertson

Staff in attendance:

Martha Sanchez
Vinal Chand
Kyle De Jesus
Jaskaran Dhesi
Doris Foster

Andy Fiskum
Angela Pimentel
Elvia Rojas
Saphire Allen
Stacy Luna

7 Additional guests were present.

- I. Call to Order and Introductions
Chairman O'Brien called the meeting of the Workforce Development Board (WDB) to order at 12:07 p.m., thanked everyone for attending and invited the Board members, staff and guests to introduce themselves.
- II. Conflict of Interest
Chairman O'Brien outlined the Conflict of Interest Policy.
- III. Public Comment Period
Chairman O'Brien gave information on the Public Comment Period. There were no public comments on non-agenda items.

IV. Board Report

A. Introduction of New Board Members Kris Helton and Josh Bridegroom

Chairman O'Brien introduced new Board members, Kris Helton and Josh Bridegroom. Kris Helton and Josh Bridegroom then gave a brief description of their current positions and the reason they elected to serve as members of the Stanislaus County Workforce Development Board.

B. Building Workforce Partnerships Conference Summary

Chairman O'Brien and Director Foster explained that the Building Workforce Partnerships Conference Summary could not be presented due to the unexpected absence of Board member, Tim Robertson, as he was going to present the report.

V. Director's Report

A. Update of Department Activities

Director Foster reported that Workforce Development plans to use the meeting room located at 1325 H Street for the next Board meeting, if available. She then reported an update on the upcoming Workforce Development's Summer Youth Program, explaining that the Department is opening the program up to all youth, and any employers who are interested in hiring youth for the summer. She provided details including the names of the different partners that will be working with Workforce Development, what type of trainings will be included, and the location of the office. She also introduced new staff members who are assigned to the Summer Youth Program. Next, Director Foster provided an update regarding the Legislative Bill, AB1111. She then pointed out a new section on the WDB Agenda Items called "Policy Issues", and explained the value added by including it. Lastly, Director Foster talked about the Board members' requirements and deadlines. She explained that the Form 700 is now done electronically and that she is looking into having the AB1234 Ethics Training conducted at the next Board meeting.

B. Allocations at a Glance

Business Manager, Vinal Chand referenced page three of the Board Agenda Packet giving an overview of the Fiscal Year 2017-2018 WIOA Revenue Budget, Annualized Expenditures and amounts that may be allowed to be carried over to the next Fiscal Year.

VI. Presentation

A. Business Services Contractor – Opportunity Stanislaus

Opportunity Stanislaus representative Dave White provided a handout and presented the Business Services Contract Report. He and Jowanda Collins of Opportunity Stanislaus then addressed the Board's questions regarding reporting and advertising.

VII. Consent Items

No public comments on the consent items.

Consent items adopted. R. Hagerty / G. Vincelet unan.

A. Approved the Minutes of the January 8, 2018 Workforce Development Board Meeting

B. Approved the Contract Renewals for Existing Workforce Innovation and Opportunity Act Providers of Youth Services, Business Services, Previously Incarcerated Adults and Dislocated Workers, and the One-Stop Operator for the 2018-2019 Program Year

C. Approved the Department of Workforce Development to Enter Into a Sole-Source Contract with ProPath, Inc. to Conduct the Hallmarks of Excellence America's Job Center of California Certification

D. Accepted the Information to Request From Stanislaus County Board of Supervisors the Authorization for the Director of Workforce Development, or Designee, to Sign All Workforce Innovation and Opportunity Act-Related Grants, Sub-grant Agreements,

and Any Modifications or Adjustments as Required for Program Year 2018-2019

- E. Accepted the Information of the Contractor Name Change from Computer Tutor Business and Technical Institute to Stellar Career College

VIII. Discussion and Action Items

- A. Nominated and Elected the Workforce Development Board Officers

Chairman: C. Russell nominated B. O'Brien, C. Savage seconded, unan. Bill O'Brien is re-elected as Chairman of the Board.

Vice Chair: B. O'Brien nominated C. Russell, J. Carlson-Shipman seconded, unan. Cecil Russell is re-elected as the Vice Chair of the Board.

Secretary: R. Hagerty nominated J. Carlson-Shipman, D. Monteith seconded, unan. Jennifer Carlson-Shipman is re-elected as the Secretary of the Board.

- B. Accepted the Information from the Youth Development Committee's Lunch N' Learn Meetings and its Vision and Mission Statements

J. Wood / C. Savage unan. Motion passed.

Business Manager Vinal Chand introduced Jennifer Carlson-Shipman to present information and updates about the Youth Development Committee and its Vision and Mission Statements. She also extended the invitation to the Board members to attend the Lunch N' Learn and Committee meetings in the future.

- C. Approved to Amend the Bylaws of the Stanislaus County Department of Workforce Development Board

R. Hagerty / D. Fadeff, unan. Motion passed.

After discussion, the Board requested the addition of the word "advisory" to all "standing committees" in the committee section. The Board also requested the striking of the word "annually" from the officer elections section as the terms for officers were changed from one to two years. There was a discussion whether or not the Bylaws should have more language regarding support for Veterans. It was ultimately decided that the Board will look into creating a Committee dedicated to Veterans services rather than changing the language in the Bylaws.

IX. Future Topic and Discussion

Board members requested to see a Contractor Performance Report including fiscal details such as the Return on Investment. During discussion, Board members pointed out that the Return on Investment may not be what is anticipated by comparison to the private sector. The Board also decided to move the next Board meeting from July 2, 2018, to June 25, 2018, due to the holiday.

Chairman O'Brien and Director Foster gave their closing remarks.

Meeting adjourned: 1:41 p.m.

Next Meeting: Monday, June 25, 2018
Location: 1010 10th Street, Basement Training Room, Modesto CA 95354
Time: 12:00 pm – 2:00 pm
Future Meeting: Monday, October 1, 2018

Board Meeting

Monday, June 25, 2018
1010 10th Street, Modesto, CA 95354
Basement Training Room
12:00 pm – 2:00 pm

Members in attendance:

Margarita Cabalbag
Mahalia Gotico
Richard Hagerty
Kathryn Harwell
Jody Hayes
Kris Helton

Pedro Mendez
Doug Murdock
Bill O'Brien
Cecil Russell
Chris Savage
Jim Wood

Members absent:

Michael Alves
Josh Bridegroom
Ross Briles
Cal Campbell
Jennifer Carlson-Shipman
Tom Changnon

Dean Fadeff
Steve Hopper
Dick Monteith
Tim Robertson
Doug Van Diepen
Greg Vincelet

Staff in attendance:

Martha Sanchez
Vinal Chand
Kyle De Jesus
Jaskaran Dhesi
Doris Foster

Andy Fiskum
Steve Chisholm
Cheryl Fondse
Adolph Lopez
Stacy Luna

7 Additional guests were present.

- I. Call to Order and Introductions
Chairman O'Brien called the meeting of the Workforce Development Board (WDB) to order at 12:13 p.m., thanked everyone for attending and invited the Board members, staff and guests to introduce themselves.
- II. Conflict of Interest
Chairman O'Brien outlined the Conflict of Interest Policy.
- III. Public Comment Period
Chairman O'Brien gave information on the Public Comment Period. There were no public comments on non-agenda items.
- IV. Board Report
 - A. Resignation of Board Members Michael Alves and Cal Campbell
This item was addressed in the Director's Report

V. Director's Report

Director Foster informed attendees that Board members Cal Campbell, Economic Development Representative, and Michael Alves, Business Representative, elected not to renew their term that expired June 30, 2018, and will no longer be serving as members of the Workforce Development Board. She stated that applications are being submitted to Stanislaus County Board of Supervisors to fill the vacancies on the Workforce Development Board. She went on to thank those Board members who did elect to serve another term on the Workforce Development Board and reminded Board members of the changes to the terms made on the recently approved, amended Workforce Development Board Bylaws.

A. Update of Department Activities

Director Foster introduced the new Manager at Stanislaus County Workforce Development, Sara Haub, and shared programs Sara will be involved with. Director Foster then informed the Board members of upcoming trainings that would be beneficial to them. She spoke about the Partnership to Social Mobility 2.0 which is a program that offers services to the previously incarcerated. She then provided a brief overview of a new program that has begun at Stanislaus County Probation Department in which Workforce Development will be working with in-custody and out-of-custody youth. Next, she explained that the Department has been invited to be involved in a task force called Cradle to Career which is a program that includes education, businesses, and non-profits in our community to help youth become better prepared for high school and college while in primary school and high school. Director Foster provided an update on the Manufacturing Skills Training course that has begun at Modesto Junior College. She then provided an update on the pre-apprenticeship training that is starting soon naming some of the businesses that are partnering with the Workforce Development and Modesto Junior College. Lastly, Director Foster provided an update on the latest Rapid Response activity.

B. Allocations at a Glance

Business Manager, Vinal Chand, provided an explanation of the Workforce Innovation and Opportunity Act Allocations at a Glance. He, Program Manager, Martha Sanchez, and Director Foster addressed any questions and requests that the Board members presented. Board members requested that the Department provide a list of all the different programs that the Department is involved in, list some of the key components of the programs, and the associated expenditures.

VI. Consent Items

Chairman Bill O'Brien explained that quorum was not established so they would not be able to approve the items at the meeting. Items were discussed but will be brought to the October 1, 2018 Workforce Development Board meeting for approval.

A. Approve the Minutes of the April 2, 2018 Workforce Development Board Meeting

B. Accept the Information for Hallmarks of Excellence Certification for America's Job Center of California

VII. Discussion and Action Items

A. Approve to Form a Veterans' Committee, Select a Member of the Workforce Development Board to Serve as Chair, and Allow the Newly Appointed Chair to Take Necessary Action for the Veterans' Committee Formation

Workforce Supervisor, Jaskaran Dhesi, presented a PowerPoint presentation in regards to a proposed Veterans' Committee. C. Russell nominated R. Hagerty to be the Chairman of the proposed Veterans' Committee, C. Russell and K. Helton volunteered to sit on the Committee. Voting, approvals, and appointments will take place at the October 1, 2018 Workforce Development Board meeting due to the lack of a quorum at this meeting.

B. Accept the Information on Workforce Innovation and Opportunity Act Performance Report

Director Foster provided an overview the Workforce Innovation and Opportunity Act Performance Report. She informed attendees that in the future additional information will be included in the report of participants that have been employed for at least one year.

VIII. Future Topic and Discussion

A. Business Services

At the next Workforce Development Board meeting staff and the Board will discuss business services. What are the measurements that the state is requiring? What does the Department need to be providing?

Board members requested that the Department bring the calendar of the 2019 Workforce Development Board meetings to the October 1, 2018 Board meeting.

Chairman O'Brien and Director Foster gave their closing remarks.

Meeting adjourned: 1:24 p.m.

Next Meeting:	Monday, October 1, 2018
Location:	Basement Training Room, 1010 10 th Street, Modesto
Time:	12:00 pm – 2:00 pm
Future Meetings:	January 7, 2019 Pending Approval of Workforce Development Board

October 1, 2018

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

- I. SUBJECT: Approval of the 2019 Workforce Development Board Meeting Dates
- II. ITEM NUMBER: VIII-C
- III. ITEM TYPE: Consent
- IV. STAFF RECOMMENDATION: Approve the 2019 meeting dates
- V. POLICY ISSUE: The Stanislaus County Workforce Development Board's (WDB) Bylaws state that the Board shall establish a regular meeting schedule.
- VI. DISCUSSION: The April, July, and October, 2018 WDB meeting dates were approved by the WDB at the January 8, 2018 WDB meeting. In that Agenda Item, it was stated that the Stanislaus County WDB staff would bring the 2019 meeting dates to the October 1, 2018 WDB meeting for approval.

At the August 15, 2016 WDB meeting, the Board requested the meetings be scheduled on the first Monday of each quarter and staff to the Board are recommending that the Board continue to meet quarterly. As such, the meetings are scheduled to take place the first Monday in January, April, July and October of 2019. There are no conflicts with any holidays on these dates. The scheduled meeting dates for 2019 are included in the table below:

Date	Time
January 7, 2019	12:00 p.m. – 2:00 p.m.
April 1, 2019	12:00 p.m. – 2:00 p.m.
July 1, 2019	12:00 p.m. – 2:00 p.m.
October 7, 2019	12:00 p.m. – 2:00 p.m.

Once approved, staff to the Board will send out a meeting invitation via email. At the October 7, 2019 meeting, staff will bring 2020 meeting dates for approval. The Department continues to look for a suitable location for future Board meetings.

- VII. ADMINISTRATIVE BUDGET IMPACT: There is no budget impact associated with this item.



Doris Foster, Director

October 1, 2018

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

- I. SUBJECT: Approval to Take a Recommendation to the Stanislaus County Board of Supervisors to Release a Request for Proposal for Rapid Response Activities
- II. ITEM NUMBER: VIII-D
- III. ITEM TYPE: Consent
- IV. STAFF RECOMMENDATION: Approve the recommendation to the Stanislaus County Board of Supervisors to release a Request for Proposal (RFP) for Rapid Response Services.
- V. POLICY ISSUE: Workforce Innovation and Opportunity Act (WIOA) Final Regulations Section 682.310(a) stipulates that Rapid Response activities must be carried out by the State or an entity designated by the State, in conjunction with the Local Workforce Development Boards, chief elected officials, and other stakeholders, as provided by WIOA secs. 133(a) (2) and 134(a) (2) (A). Workforce Development is the designated provider of Rapid Response Activities in Stanislaus County.
- VI. DISCUSSION: At the April 5, 2016 Stanislaus County Board of Supervisors Meeting, the Board of Supervisors approved agenda item B-9, authorizing Stanislaus County Workforce Development's Request for Proposal (RFP) for Business Services. Stanislaus County Workforce Development—then known as Alliance Worknet—began contracting out the entirety of its Business Services provision beginning July 1, 2016 as a result of the RFP. The coordination of Rapid Response services was part of the Business Services Contract.

The coordination of the Rapid Response services included working with Workforce Development and partner agencies to provide services such as resume writing, interview techniques and job search skills to employees affected by a lay-off. In working with businesses that were impacted by a large layoff, the Department contracted with an outside vendor to assist impacted employees with Rapid Response services. Due to the urgent need to provide services, Stanislaus County General Services Agency authorized the Department to engage in a contractual agreement to assist in providing Rapid Response services with an outside vendor. This contract expires June 30, 2019.

Going forward, the Department would like to retain a contract with an outside agency should a large layoff occur and assistance is needed to provide Rapid Response services. In administering an RFP, it will allow Workforce Development to engage the services of an additional agency if a mass layoff were to occur, and the Department needed to supplement existing Rapid Response services to meet the needs of those

impacted. Rapid Response services, per § 682.302 of WIOA Final Regulations, must be delivered when one or more of the following circumstances occur:

- (a) Announcement or notification of a permanent closure, regardless of the number of workers affected;
- (b) Announcement or notification of a mass layoff as defined in § 682.305;
- (c) A mass job dislocation resulting from a natural or other disaster; or
- (d) The filing of a Trade Adjustment Assistance (TAA) petition.

This proposed RFP will be for the provision of services specifically related to Rapid Response. Rapid Response services necessary for provision under this RFP will include:

- Basic skills remediation, job search assistance
- Resume and interviewing workshops, communication skills, computer literacy
- Deliver services to enable dislocated workers to transition to new employment
- Promote economic recovery by responding to layoffs and dislocations
- Reemployment services for workers including support for filing unemployment insurance claims, impacts of layoff on health coverage, referral to career services
- Other services outlined in WIOA Final Rules §682.330 as requested by Workforce Development and appropriate to the immediate situation

The selected proposer shall provide services on site at the employer’s location whenever possible, and provide services for various shifts to ensure all employees interested in the program have the opportunity to access services.

If staff recommendation is approved by the Workforce Development Board, Workforce Development will take an agenda item to the Stanislaus County Board of Supervisors requesting approval to release a RFP. The Department plans to release the RFP in late fall of 2018 and engagement of any contracted services for Rapid Response to occur on an as-needed basis effective July 1, 2019.

VII. ADMINISTRATIVE BUDGET IMPACT: Up to \$100,000.



Doris Foster, Director

Scope of Services
Stanislaus County Local Workforce Development Board
RAPID RESPONSE RFP #XX-XX

Overview/Purpose:

Workforce Innovation and Opportunity Act (WIOA) final regulations Section 682.310(a) stipulates that Rapid Response activities must be carried out by the State or an entity designated by the State, in conjunction with the Local Workforce Development Boards, chief elected officials, and other stakeholders, as provided by WIOA secs. 133(a) (2) and 134(a) (2) (A). Workforce Development is the designated provider of Rapid Response Activities in Stanislaus County.

Per section 682.302 of WIOA Final Regulations, Rapid Response services must be delivered when one or more of the following circumstances occur:

- Announcement or notification of a permanent closure, regardless of the number of workers affected;
- Announcement or notification of a mass layoff;
- A mass job dislocation resulting from a natural or other disaster; or
- The filing of a Trade Adjustment Assistance (TAA) petition.

The purpose is to deliver businesses and employees who have been impacted by layoffs and/or plant closures with services to minimize disruptions associated with job loss. These services include, but are not limited to job search skills, resume workshops, career counseling, mock interviews, math remediation and other skills necessary to attain jobs. This training program is funded by the Stanislaus County Workforce Development's Rapid Response program under WIOA.

Objectives:

Deliver the following topics that are necessary to obtaining employment.

- Math Remediation
- Communication Skills
- Computer Workshops
- Individualized Resume Creation
- Resume and Interviewing Workshops
- Mock Panel Interviews for Salaried Employees
- Group Workshops focused on project management.
- Other services outlined in WIOA Final Rules §682.330 as requested by Workforce Development and appropriate to the immediate situation

Eligibility Criteria:

Must have been impacted by the company's layoffs.

Instructional Delivery Process:

- The training program will be offered on site at the employer's location to ensure all employees interested in the program have the opportunity to partake in it.
- Program will include services such as resume workshops, mock interviews, panel interviews, soft skills workshops and other tailored services that best fit the needs of the employees based on assessments conducted by the contractor.

Expected Outcomes:

Employees who participate in this program will be prepared to enter the job market with enhanced interviewing skills, updated computer skills, and overall better job search skills.

Participant Attendance/Outcome Reporting:

Contractor will provide the following information to Stanislaus County Workforce Development regarding the attendance and outcomes of program enrollees:

- Listing of all employees that participated in the program and services provided.

DRAFT

October 1, 2018

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

- I. SUBJECT: Approval of the Performance Levels Negotiated with the State of California Employment Development Department for the Local Workforce Development Area and Approval of Recommendation to the Board of Supervisors
- II. ITEM NUMBER: VIII-E
- III. ITEM TYPE: Discussion and Action
- IV. STAFF RECOMMENDATION: Approve the Performance Levels Negotiated with the State of California Employment Development Department for the Local Workforce Development Area and Approval of Recommendation to the Board of Supervisors.
- V. POLICY ISSUE: Workforce Innovation and Opportunity Act (WIOA) Section 116(c)(2) stipulates that the local board, the chief elected official, and the Governor shall negotiate and reach agreement on local levels of performance based on the State adjusted levels of performance established under subsection (b)(3)(A). Per the agreement between Stanislaus County Workforce Development Board (SCWDB) and Stanislaus County, the SCWDB is responsible for negotiating and reaching an agreement on local performance with the Board of Supervisors and the Governor.
- VI. DISCUSSION: The Workforce Innovation and Opportunity Act (WIOA) requires core performance measures to be negotiated and agreed upon by the Local Workforce Development Board and the State of California. In May 2018, the State completed biennial negotiations for levels of performance for WIOA Program Years 2018-2019 and 2019-2020 with the Department of Labor's Employment and Training Administration. The State-level negotiated goals are the baseline for State negotiations with Local Areas. The Local Workforce Development Board, Chief Elected Official (CEO), and the State must reach an agreement on local level performance goals for the same time periods as the State-level negotiated goals.

In negotiating the performance goals for the local area, changes in the service population may be addressed to ensure that the performance goals are aligned with the population that the local area intends to serve over the next two year period, and performance goals are in alignment with the strategies outlined in the Local Plan.

WIOA Section 116 (b) requires the State to reach an agreement with the Secretary of Labor on State level performance goals WIOA Title IB Adult, Dislocated Worker, and Youth programs for the first two program years of performance accountability beginning on July 1, 2016. On August 31, 2016 as per the State Employment Development Department guidance

given in Workforce Services Draft Directive (WSDD) 149, the Department in conjunction with the other entities comprising the Regional Planning Unit negotiated WIOA performance levels for the for Program Year 2016-2017 and 2017-2018. The first two-year cycle of negotiated performance is now complete, and the next two-year performance cycle must be negotiated.

As such, on September 21st, 2018 as per the State EDD guidance given in Workforce Services Draft Directive (WSDD) 189, Stanislaus County Workforce Development in conjunction with the other entities comprising the local Regional Planning Unit negotiated WIOA performance for Program Years 2018-2019 and 2019-2020 at the levels as shown on Attachment 1. Performance measures that were negotiated are:

Employment Rate – 2nd Quarter After Exit

The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for Title I Youth, the indicator is the percentage of participants in education or training activities, or unsubsidized employment during the 2nd quarter after exit).

Employment Rate – 4th Quarter After Exit

The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I Youth, the indicator is the percentage of participants in education or training activities, or unsubsidized employment during the 4th quarter after exit).

Median Earnings – 2nd Quarter after Exit*

The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.

Credential Attainment

The percentage of program participants enrolled in an education or training program (excluding those in OJT and Customized training) who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in, or within 1 year after exit from the program.

Measurable Skill Gains (MSG)**

The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment, and who are achieving an MSG, defined as documented academic, technical, occupational, or other forms of progress, toward such a credential or employment.

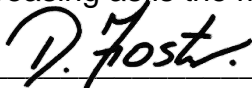
*The Title I Youth program is not required to negotiate goals for this indicator as DOL ETA has identified this measure as a baseline indicator.

The MSG measure is a baseline indicator and is not subject to Local Area negotiations; *however, to encourage the alignment of skill attainment with the vision in the State Plan and to align it with other WIOA core program outcomes, Local Areas must***

propose regional MSG performance goals for the Adult, Dislocated Worker, and Youth programs. Local areas will not be held accountable for this baseline indicator.

Local Areas are not required to negotiate levels of performance for baseline indicators, which include MSG, Employer Effectiveness, and Median Earnings (for the Youth program only). Even though baseline indicators will not be negotiated, or used to determine failure to achieve adjusted levels of performance for purposes of performance accountability, Local Areas are expected to collect data and report on these indicators of performance.

The Department was able to negotiate at levels lower than the Program Year 2016-2017 for the most part with the exception of the median earnings measure. This was due to the Department's plan to co-enroll Welfare to Work participants and other populations with greater barriers. The median wages measure increased due to the fact that wages are increasing as is the minimum wage each year.



Doris Foster, Director



Local Workforce Development Area: Stanislaus

	Program Year 2017-2018			Final Negotiated Levels	
	Negotiated Level	Quarter 4 Rolling 4*	% of Negotiated Goal Achieved	Program Year 2018-2019	Program Year 2019-2020
Adult					
Employment 2nd Quarter post exit (7/1/16 - 6/30/17)	68.00%	69.97%	102.89%	64.00%	66.00%
Employment 4th Quarter post exit (7/1/16 - 12/31/16)	65.50%	71.69%	109.45%	60.50%	62.50%
Median Earnings (7/1/16 - 6/30/17)	\$4,400	\$5,678	129.05%	\$5,200	\$5,600
Credential Attainment Rate (7/1/16 - 12/31/16)	55.90%	84.81%	151.72%	56.00%	57.00%
Measureable Skill Gain (7/1/17 - 6/30/18)	baseline	59.46%	baseline	baseline	baseline
Dislocated Worker					
Employment 2nd Quarter post exit (7/1/16 - 6/30/17)	71.00%	82.76%	116.56%	70.00%	72.00%
Employment 4th Quarter post exit (7/1/16 - 12/31/16)	69.50%	91.53%	131.69%	67.50%	69.50%
Median Earnings (7/1/16 - 6/30/17)	\$5,356	\$8,058	150.4%	\$6,800	\$7,100
Credential Attainment Rate (7/1/16 - 12/31/16)	63.0%	94.12%	149.4%	59.00%	61.00%
Measureable Skill Gain (7/1/17 - 6/30/18)	baseline	62.22%	baseline	baseline	baseline
Youth					
In Education, Training or Employment 2nd Quarter post exit (7/1/16 - 6/30/17)	65.40%	71.43%	109.22%	65.40%	66.90%
In Education, Training or Employment 4th Quarter post exit (7/1/16 - 12/31/16)	67.20%	64.15%	95.46%	62.50%	65.00%
Median Earnings (7/1/16 - 6/30/17)	baseline	\$2,860	baseline	baseline	baseline
Credential Attainment Rate (7/1/16 - 12/31/16)	57.40%	41.67%	72.59%	53.00%	54.00%
Measureable Skill Gain (7/1/17 - 6/30/18)	baseline	53.95%	baseline	baseline	baseline

*Note - Rolling 4 means the data is inclusive of the quarter's numbers and the three prior quarters.

October 1, 2018

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

- I. SUBJECT: Approval to Form a Veterans' Committee, Select a Member of the Workforce Development Board to Serve as Chair, and Allow the Newly Appointed Chair to Take Necessary Actions for the Veterans' Committee Formation
- II. ITEM NUMBER: IX-A
- III. ITEM TYPE: Discussion and Action
- IV. STAFF RECOMMENDATION: Approve the recommendation to form a Veterans' Committee, select a member of the Workforce Development Board to serve as chair, and allow the newly appointed chair to take necessary actions for the Veterans' Committee formation.
- V. POLICY ISSUE: Workforce Innovation and Opportunity Act (WIOA) Section 107(b) (4) stipulates that standing committees must be chaired by a member of the local board. Bylaws approved by the Board of Supervisors on May 5, 2018, Agenda Item 2018-0212, states that the Workforce Development Board may designate and direct the activities of standing committees to provide information and to assist the Board in carrying out workforce development activities.
- VI. DISCUSSION: At the April 2, 2018 Workforce Development Board meeting, discussion arose on the topic of adding language to the Bylaws to support Veterans. The Board decided to establish a committee dedicated solely for Veterans services. WIOA Section 107(b)(4) states that the local board may designate and direct the activities of standing committees to provide information and to assist the local board in carrying out activities. It further states that such standing committees shall be chaired by a member of the local board and may include other members of the local board. In addition, the committee shall include other individuals appointed by the local board who are not members of the local board but have appropriate experience and expertise to serve as valuable members on the committee.

The purpose of the Veterans' Committee shall be to provide the Stanislaus County Workforce Development Board (SCWDB) with information and assistance with planning and promoting services for the Veterans in the community. One of the major functions of the Veterans' Committee may include assisting with the Veterans' Employment Assistance Program (VEAP) grant or any other Veteran grants the Department may be a part of. At the January 8, 2018 Workforce Development Board meeting, information was provided to the Board pertaining to the provision of services to Veterans and the VEAP grant. Stanislaus County Workforce Development is currently aligned with Merced and Madera Workforce Board staff for the provision of services associated with this grant that will continue until

December 31, 2018. Stanislaus County Workforce Development's portion of the total grant amount of \$448,554 is \$291,063. It is the intent that staff will continue to apply for grants that will allow the dedication and time to be focused on Veterans in the community. Currently, the Department has a staff specifically assigned to work with Veterans and attend meetings and events in the community.

Additional duties and responsibilities of the Veterans' Committee may include the following:

- Providing updates and making recommendations to the SCWDB
- Recommending strategies and activities that help Veterans transition to employment
- Sharing, collecting, and reviewing data and best practices for data-driven and evidence based recommendations and decision making
- Representing the interest of Veterans including, but not limited to, those who have significant barriers to employment and are either unemployed or underemployed
- Selecting a vice chair from within the committee

Other SCWDB members may volunteer to participate in the Veterans' Committee, but the committee must include non-board members and can include, for example members of community-based and other organizations that have demonstrated experience and expertise in addressing the employment needs of Veterans.

Workforce Development staff will work with the Board appointed chair of the Veterans' Committee to identify individuals to serve on the Committee. It is recommended that the Veterans' Committee meet quarterly and report out to the Workforce Development Board annually or more frequently as needed.

At the June 25, 2018 Workforce Development Board meeting, an Agenda Item to approve the formation of a Veterans' Committee was presented, but rescheduled to October 1, 2018 due to a lack of a quorum required to affirm Board action. Cecil Russell nominated Richard Hagerty to be the Chair of the proposed Veterans' Committee. Cecil Russell and Kris Helton volunteered to sit on the committee. On July 27, 2018 interested parties met internally to discuss the services the Department is currently offering for Veterans as well as to identify others who may be potentially interested in serving on the committee.



Doris Foster, Director

October 1, 2018

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

- I. SUBJECT: Approval to Take a Recommendation to the Stanislaus County Board of Supervisors to Release a Request for Proposal for Sector Strategies, Employer Assessment and Employer Assistance Program
- II. ITEM NUMBER: IX-B
- III. ITEM TYPE: Discussion and Action
- IV. STAFF RECOMMENDATION: Approve the recommendation to release a Request for Proposal (RFP) for Sector Strategies, Employer Assessment, and Employer Assistance Program to the Board of Supervisors.
- V. POLICY ISSUE: The Workforce Innovation and Opportunity Act (WIOA) regulations 679.370 states the Local Workforce Development Board, amongst other responsibilities, must develop effective linkages with employers in the region to support employer utilization of the local workforce development system. WIOA regulations 678.435 further stipulate that Local Areas must establish and develop relationships and networks with large and small employers and their intermediaries and develop, convene, or implement industry or sector partnerships.

DISCUSSION: Since 2002, the Stanislaus Economic Development and Workforce Alliance (The Alliance) had been operating under a Memorandum of Understanding (MOU) with Stanislaus County with a goal of better coordinating economic and workforce development activities. Within three years of establishing The Alliance, the County Department of Employment and Training was renamed Alliance Worknet to further strengthen the ties between the two organizations. Since then, The Alliance and Alliance Worknet had cooperatively provided economic and workforce development services.

In 2014, the Stanislaus County Board of Supervisors authorized the renaming of the Stanislaus Economic Development and Workforce Alliance to Stanislaus Business Alliance, also known as The Alliance. The Alliance received Workforce Investment Act (WIA) and now Workforce Innovation and Opportunity Act (WIOA) funds to deliver business services mandated under the provisions of both acts. At that time, Alliance Worknet staff assisted The Alliance in providing business services to the community and fulfilling Workforce Investment Board (WIB) and all subcommittee administrative duties.

In June 2015, the Board of Supervisors approved the submission of the application for "Initial Area Designation" of the existing Stanislaus County Workforce Development Area and initial certification of the Workforce Development Board (WDB, previously known as the WIB and all subcommittees under WIA) to the State Employment Development Department (EDD).

Based on the provisions of the newly received WIOA implementation guidelines, Alliance Worknet and The Alliance brought an agenda item to the WIB on January 13, 2016 asking for approval to procure WIOA One-Stop Operator, Career Services, and Business Services. With the approval at the January 2016 meeting, the WIB Executive Committee adopted this new organizational model which made the MOU implemented in 2002 obsolete. As a result, the WIB Executive Committee approved the existing MOU termination as of June 30, 2016. Thus, the WDB was created.

At the April 5, 2016 Stanislaus County Board of Supervisors Meeting, the Board of Supervisors approved agenda item B-9, authorizing Stanislaus County Workforce Development's release for proposal for Business Services. Stanislaus County Workforce Development—then known as Alliance Worknet—began contracting out the entirety of its Business Services provision beginning July 1, 2016.

Business Services Contract

Contracted Business Services have included marketing to employers resources available through Workforce Development's workforce investment system, assisting employers to identify and hire qualified candidates, helping align training opportunities to meet the needs of employers and jobseekers, ensuring that regional collaboration meets the needs of the local and regional economies, working with employers to identify Work-Based Learning (WBL) opportunities that develop the future workforce, Rapid Response, Layoff Aversion Services and the Employer Assistance Program.

The current Business Services provider has adhered to contractual requirements during their two years of service provision. In addition, they have also met most of the performance measures stipulated in the contract. The proposed change in focus is not a reflection on the performance of the provider. However, it is a reflection on the shift of focus as identified by the Department and emphasis on sector strategies advocated by State guidance. The Department has also conducted many of the services that are contractually awarded to the Business Services provider. Through this, the Department has developed increased capacities in these areas and has developed relationships that can align the service provision to include both participants and employers, thus allowing for a more streamlined approach to workforce development strategies. The Department has identified additional services needed to assist current participants with more intensive job development. It has also identified sector strategies as an area of focus that can be improved upon and one that requires an external entity primarily focused on developing this area.

The service provision structure of the current Business Services model would need to be reviewed as per annual contracting standards. Contracts are issued annually with up to two renewals being authorized. Thus, the Department would be obligated to proceed with an RFP regardless of any change in structure.

Determining an Enhanced Business Services Model

In reviewing State and Federal direction for provision of Business Services, the Department developed an internal workgroup to assess process improvement and service provision. This workgroup consisted of administrative, managerial, supervisory, and analytics staff. Many of the members of the workgroup previously worked in the Business Services capacity under the prior foundational structure of the Department. Heavy input was provided by these staff members including the Department's Business Manager, Human Resources Manager, and the Analyst overseeing the Business Services function. This workgroup met four times in the month of August 2018 with one meeting consisting of a full-day strategic planning session accounting for the manner in which services are currently provided and how they may be provided in the future to maximize the service provision to both employers and participants. The workgroup reviewed the WIOA Regional Plan, Local Plan, and Federal and State Regulations, requirements for the America's Job Center of California (AJCC) Hallmarks of Excellence Certification, in addition to the services provided internally by the Department for its Welfare to Work participants.

The workgroup also conferred with five Local Workforce Development Areas in addition to the eight within the regional planning unit in which Stanislaus County is a partner of, to assess their Business Service structure, implementation, and strategies. Each of the Local Workforce Development Areas provide Business Services internally with the exception of the Tulare Workforce Development Board, which contracts out client services and job development to the same vendor to allow for a seamless service delivery strategy to come to fruition.

Validation for an Enhanced Business Services Model

The intent of WIOA is for the Board to determine the direction of the Department in relation to employer engagement. Furthermore, according to Federal and State guidelines, more focus and attention should be placed on sector strategies in which industry identifies the skill gaps in the community.

Business Services continues to be an area of focus under WIOA. As such, much of the service provision has been advocated to be authorized in a regional fashion. At the June 25, 2018 WDB Meeting, the Board was presented with the information contained in Stanislaus County's Hallmarks of Excellence Certification for its comprehensive AJCC. The Hallmarks of Excellence Certification process was conducted State-wide in order to highlight areas where AJCC's can continuously improve their service delivery strategy. The Department contracted with workforce consultant David Shinder to conduct the analysis. Of the eight areas of focus under the Hallmarks of Excellence Certification, four were directly related to Business Services with many of them emphasizing sector strategies. The following areas of Business Services were reviewed:

1. The AJCC actively supports the One-Stop system through effective partnerships.
2. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.
3. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated Business Service strategy that focuses on quality jobs.
4. The AJCC achieves business results through data-driven continuous improvement.

While the AJCC attained the Hallmarks of Excellence Certification, there were distinct areas of improvement highlighted within the analysis. The improvement prospects focused primarily on the approaches to cultivating an integrated business services strategy and achieving business results through data-driven continuous improvement. The consultant conducting the certification added the following comments for substantiation:

- “To minimize duplication of effort and reduce the potential for employer fatigue, the (AJCC) partners should examine ways to integrate business outreach functions across the workforce system.”
- “As certain business services functions are conducted by a contractor, a well-defined and structured process should be developed to ensure that business intelligence regarding skill needs and priorities is communicated to AJCC leadership and staff so that this information can be used to ensure that job seekers are being prepared to meet business requirements.”

The purpose for the AJCC Hallmarks of Excellence certification was to identify areas of improvement and then to develop goals with specific target dates to improve in the identified areas. The following table depicts the business-related improvement goals suggested by the consultant and the target dates for achievement:

<p>Hallmark of Excellence - The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways</p>
<p>1. Engage local education representatives and other system partners in discussions about available career pathways programs linked to target sectors. Develop one or more methods for communicating information to staff about these programs and for providing regular updates.</p> <p style="text-align: center;">Target Date for Achieving Improvement Goal: <i>07/2020</i></p>
<p>Hallmark of Excellence - The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs</p>

1. Engage the partners in discussion regarding opportunities to work together on business outreach. Based on agreements reached, develop a plan to improve integration on this key business services function.

Target Date for Achieving Improvement Goal: *07/2020*

2. Workforce Development and center leadership should develop and implement a structured protocol for the business services contractor to communicate business intelligence to AJCC management and staff on a regular basis.

Target Date for Achieving Improvement Goal: *12/2018*

Hallmark of Excellence - The AJCC achieves business results through data-driven continuous improvement

1. Engage the partners in discussions on satisfaction data that is needed from job seeker customers. Based on agreed upon recommendations, develop and implement additional surveys or similar mechanisms to collect satisfaction information regarding the full range of services offered by the center and the local workforce system.

Target Date for Achieving Improvement Goal: *12/2019*

Stanislaus County Workforce Development has provided services internally during Program Year 2018-2019 under both the Workforce Innovation and Opportunity Act and the Welfare to Work program. These services include the following:

- Career Pathways Initiatives
- Regional Sector Strategies
- Strategic Planning
- Collaboration with Educators
- Rapid Response
- Job Development

Providing these services internally has allowed for a more holistic approach to achieving the WIOA performance measures, specifically, effectiveness in serving employers and advocating for employment for WIOA enrolled customers as the Department is held to employment retention standards for its participants in the second and fourth quarters after the end of their service provision. Providing services internally has also helped to align with the service provision for the Department's Welfare to Work participants as the Department has been providing job development services to this population as well. For example, during the last program year (7/1/2017 – 6/30/2018) 550 participants were served in the Department's Business Services of which 122 were employed. This

program develops job sites and connects enrolled participants with employers to both satisfy the placement needs of the employer and the participant.

The Department also began providing job development services to additional areas such as the probation population. In addition, the Department is also working closely with its partner agency, the Stanislaus County Community Services Agency, to offer services to co-enrolled participants to further facilitate job enhancement services to shared participants.

In order to provide a seamless delivery of services to the County's workforce clients and participants, and for the purposes of this Request for Proposal (RFP), the following services will be provided internally:

- Work-Based Learning Activity Site Development
- Rapid Response
- Employer Support including Resource Referrals to Partner Agencies
- Labor Market Information/Research
- Recruitment and Identifying Job Orders
- Networking (job fairs, outreach/marketing/developing jobs)

It is also important to take into account the local and regional plans which must adhere to the tenets of the State Plan. The strategic focus, according to the State Plan, is on prioritizing investments where overall economic returns are likely to be highest, specifically in those sectors that will generate significant gains in terms of jobs and income. An emphasis is placed on mutually beneficial outcomes to business and labor while simultaneously improving worker employability and income. A key element to achieve this is the emphasis from the State to co-enrolling participants and sharing employer information with partner agencies.

Recommended Request for Proposal

The recommended structure to be formalized through the RFP process is encouraged to allow the WDB to maintain and fortify its strategic influence over the provision of Business Services.

The RFP will be for the provision of Sector Strategies, Employer Assessment and Employer Assistance Program services. The RFP award may be made to a single vendor or multiple vendors depending upon the capacity to fulfill the requirements of each category of service and the proposals received.

Sector strategies include efforts to identify and build upon strategies for the four main sectors of focus in Stanislaus County as identified in Stanislaus County Workforce Development's WIOA Local Plan. The Local Plan provides the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA and serves as a strategic roadmap for service provision. The four sectors highlighted in the Local Plan are manufacturing, logistics/warehouse, health, and agriculture. Under the direction of the WDB, the provider awarded will engage with education and business

partners to align programs with sector needs. The provider(s) will also support career pathways to ensure that the level of skill development corresponds with business needs.

Employer Assessment involves conducting survey analysis of area employers to identify educational skill gaps, business needs assessments, identify in-demand sectors and industries, and employer surveys.

Employer Assistance Program includes assisting, meeting, and assessing vulnerable businesses on potential long range viability, financial solvency, future growth, job retention, job creation, and revenue growth. Service provision in this regard will include ongoing engagement with businesses, connecting businesses to available resources, identifying “at risk” employers, providing in-depth assessments, and creating customized work plans for employers in need.

The RFP will be for a one year term with the option to renew the contract for two additional years.

Next Steps

If approved by the Stanislaus County Board of Supervisors, the Department will reach out to Workforce Development Board members to volunteer to serve on the RFP evaluation committee. The Department anticipates adhering to the following timeline:

October 1, 2018	Agenda Item to WDB
October 16 or 23, 2018	RFP to Board of Supervisors
December 2018	Release RFP
April 1, 2019	RFP Outcome to WDB
April – June 2019	Planning Enhanced Business Services Model
July 2019	Implementation of Business Services Model

Attachment 1 and 1a - The current Business Services Model and the proposed Enhanced Business Services Model with the services defined.

Attachment 2 - Scope of work for potential service provision for Sector Strategies, Employer Assessment and Employer Assistance Program.

- VI. ADMINISTRATIVE BUDGET IMPACT: The current contract for Business Services is \$844,520, of which \$50,000 is for sub-contracted Employer Assistance Program services.

The Department plans to contract out \$350,000 for services; \$250,000 for Sector Strategies, \$50,000 for Employer Assessment, and \$50,000 for Employer Assistance Program.



Doris Foster, Director

Current Business Services 2018-2019

Department	Contracted
<ul style="list-style-type: none"> • Work Based Training/Learning • Rapid Response 	<ul style="list-style-type: none"> • Employer Support • Recruitment, Screening and Job Orders • Networking • Employer Assessment • Employer Assistance

Enhanced Business Services 2019-2020

Internal	Outsource
<ul style="list-style-type: none"> • Work Based Training/Learning • Rapid Response • Employer Support • Recruitment, Screening and Job Orders • Networking • Labor Market Information Assessment 	<ul style="list-style-type: none"> • Employer Assessment • Employer Assistance • Sector Strategy



Stanislaus County Workforce Development

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Stanislaus County Workforce Development Business Services Model (Detail)

Recommend to Provide Internally:

- **Work Based Training/Learning** – Currently providing internally

Incentives for employers to hire participants

1. Registered Apprenticeship
2. On-The-Job Training
3. Customized Training
4. Incumbent Worker Training
5. Paid Internships
6. Work Experience
7. Pre Apprenticeship

- **Rapid Response / Layoff Aversion** – Currently providing internally, contract out for assistance

Consultation Service to Employers (Worker Adjustment & Retraining Notification (WARN) notices)

1. Job Search
2. Resume Writing
3. Interview Skills
4. Employer specific job faire

Contracting out services with Small Business Development Center (SBDC)

- **Employer Support** – Currently contracting

1. Mentoring/Coaching
2. Discuss Onboarding
3. Resource Referrals
 - a. Employment Law
 - b. Tax Credit
 - c. Employment Training Panel (ETP)
 - d. Referral to community resources
 - e. Connecting businesses with local government

- **Recruitment, Screening and Job Orders** – Currently contracting

1. Post job orders in CalJOBS
2. Pre-screen applicants – set parameters to service provided
3. In-person recruitment
4. Assist with interviews and questions
5. Discuss hiring needs, skills and competencies
6. Identify skill gaps
7. Client and non-client job placement/referral – set parameters to service provided

8. Update case notes in CalJOBS

- **Networking** – Currently contracting
 1. Coordinate/attend job fairs/community events to engage businesses
 2. Outreach/marketing plan to engage businesses

Outreach to Employers on developing jobs (new service)

- **Labor Market Information Assessment** – New Service
 1. Assess Program needs
 2. Address particular training or service needs
 3. Identify employment trends
 4. Research
 5. Provide Employers Labor Market Information as requested
 6. Job assessment (wages, tasks, etc.)
 7. Identify workforce opportunities

Recommend to Outsource:

- **Employer Assessment**
 1. Workkeys
 2. Educational Skills Gaps
 3. Business Needs Assessment
 4. Identify in-demand sectors & industries
 5. Employer survey
- **Employer Assistance**
 1. Lay off aversion
 2. Working with at risk employers
 3. Preventative
- **Sector Strategy**
 1. Engage employers in strategic planning
 2. Assess workforce needs and skill gap
 3. Industry and Regional sector pathways
 4. Career pathways
 5. Sector workgroups
 6. Include partnerships with city economic development, education and private businesses

Scope of Services

Stanislaus County Local Workforce Development Board

SECTOR STRATEGIES RFP #XX-XX

Overview/Purpose: Under the direction and guidance of the Director of the Stanislaus County Workforce Development and the Stanislaus County Workforce Development Board and pursuant to Notice of Proposed Rule-Making (NPRMs)-Federal Register, Volume 80, No. 73, Section 678.435, the awardee will develop sector strategies, employer assessment, and employer assistance program for Stanislaus County businesses as prescribed by the Workforce Innovation and Opportunity Act.

Maximum Award Amount:

Under the terms of this RFP, The Stanislaus County Workforce Development Board expects to make awards not to exceed the amount of \$350,000.00, with an anticipated award of up to \$250,000 for Sector Strategies, up to \$50,000 for Employer Assessment, and up to \$50,000 for Employer Assistance Program (EAP). Awards may be made to a single entity or multiple entities based on the results of the RFP evaluation. The award amount is contingent upon funding made available to the local area through the Workforce Innovation and Opportunity Act (WIOA), and may be based on the full array of services offered by respondents. Awardees must justify the proposed expenses in the budget and budget narrative (Appendix C). All proposals will be subject to negotiation if approved for funding.

Marketing Note: The selected contractor(s) will ONLY use the Stanislaus County Workforce Development branding. Any advertising or marketing (print, broadcast, digital, online, social media, email, etc.) associated with any services provided under the contract will adhere to all requirements outlined in the Stanislaus County Workforce Development primary logo and identity style guide and be reviewed by the Stanislaus County Workforce Development staff for approval prior to distribution.

A. Sector Strategies Goals and Objectives

Contractor(s) will work in close coordination with Workforce Development Board staff to achieve the goals and objectives stated in the Scope of Services. In Year One, the contractor and Workforce Development Board staff will define policies and procedures related to sector strategies, employer assessment, and employer assistance program. The Sector Strategies Contractor and Workforce Development Board staff will work to establish a comprehensive service system. Specific deliverables related to the scope of services will be defined in contract negotiations. In year one (1) and with opportunities for renewals in each of the three subsequent years, the Sector Strategies Contractor and the Workforce Development Board staff will work together to continuously adapt a business engagement and services function that is responsive to the changing needs of industry and the local and regional economy. Awardee(s) will be expected to be supportive,

constructive, and promote a positive outlook toward the Workforce Development Board and partners in the local and regional areas.

Bidders must describe strategies that will be employed to effectively conduct the activities and achieve the goals and measurable objectives described below. Bidders are encouraged to involve employers, job-seekers, and other community members in program design. Bidders are also encouraged to refer to effective and evidence-based practices in designing their approach to the service model or models.

1. Sector Strategies

Sector strategies include efforts to identify and build upon strategies for the four main areas of focus in Stanislaus County as identified in Stanislaus County Workforce Development's WIOA Local Plan. The four sectors include manufacturing, logistics/warehouse, health, and agriculture. Under the direction of the Stanislaus County Workforce Development Board, the provider awarded will engage with education and business partners to align programs with sector needs.

Sector Strategies are policy initiatives designed to promote the economic growth and development of a state's competitive industries using strategic workforce investments to boost labor productivity. The strategic focus is on prioritizing investments where overall economic returns are likely to be highest, specifically in those sectors that will generate significant gains in terms of jobs and income.

Targeting the right sectors is essential and requires that policy makers use economic and labor market data to determine which industry sectors are best positioned to make gains if investments in workforce development are made. Investment decisions are typically also contingent on the degree to which a sector faces critical workforce supply problems. For example, whether the industry faces or will face a shortage of skilled workers in a particular occupation, whether or not these shortages are a consequence of either growth or retirements.

When done successfully, sector strategies can lead to mutually beneficial outcomes for business, labor, and the state by increasing competitiveness and growth, improving worker employability and income, and reducing the need for social services while also bolstering government revenues generated by both business and workers.

In order to ensure that policies help produce beneficial outcomes for workers as well as business, sector investments should take into consideration the quality of jobs for which training resources are made available. Ideally, training should result in livable wage jobs with benefits that provide access to career opportunities through job placement in an occupation that is part of a well-articulated career ladder.

A key element of sector strategies is the emphasis on industry and sector partnerships.

These partnerships bring together multiple employers within a sector to find shared solutions to their common workforce problems.

Under sector partnerships, firms work with representatives of labor, as well as education and workforce professionals, to develop a concrete program to address that industry's particular skills shortages. The development of shared solutions typically involves the convening of various stakeholders to develop a general understanding of the challenges the sector faces on an ongoing basis. For the process to be successful, partners need to meet regularly to develop a concrete plan to solve workforce problems by implementing agreed-upon remedies.

The collective focus on shared problem-solving sets sector strategies apart from more traditional training programs that focus on either individual workers or individual firms. Problems are addressed systemically and collectively. Industry partners examine the interrelated workforce needs of the entire industry, diagnose problems, and align the monetary and institutional resources of not only industry but also labor, and the relevant workforce and educational systems as the chief means to plug relevant skills gaps.

All of the foregoing activities are designed to (a) establish the partnership, (b) develop a concrete plan, and (c) foster the implementation of the plan through an ongoing alignment of resources and institutions to ensure that the training goals of the plan are carried out.

GOAL: Contractor will collaborate with Workforce Development Board staff to develop and implement an effective plan for sector outreach, sector engagement, routine meeting and identification of areas of focus within sectors, and a plan of action to address issues identified. Contractor will include Workforce Development in all sector strategies events.

Measurable Outcome: Develop the four Sector workgroups identified in Stanislaus County Workforce Development's WIOA Local Plan: manufacturing, logistics/warehouse, health, and agriculture.

ACTIVITIES
Hire/identify staff to develop Sector Strategies
Develop staff knowledge of WIOA, Workforce Development Board, State Plan, Regional Plan, Local Plan and the emphasis placed on Sector Strategies
Develop and present a plan of action to the Workforce Development Board and Board staff for each of the four sectors and how to engage the employers and identify areas of content and reach mutually-agreed upon solutions
Convene industry partners on a regular, ongoing basis to build relationships between stakeholders and firms in the targeted industry sector
Coordinate with employers in each of the four sectors in the area
Develop relationships with and implement sector strategies in each of the four sectors in the area
Develop partnerships with city economic development, education and private

businesses
Provide resources for sector research related to industry and market trends affecting workforce needs
Develop well-articulated career pathways promoting job advancement for workers who are entering the sector, as well as those already employed in the sector
Identify training providers and educators and working to align relevant programs with industry needs
Assess workforce needs and translate these needs into content

2. Employer Assistance Program

The focus of the Employer Assistance Program (EAP) is to identify at-risk employers/businesses well in advance of layoffs, get executive level commitment to work together, assess the needs of the company, and deliver solutions to address risk factors by providing high quality professional consulting and training so that these employers become stable and eventually strengthen thereby avoiding lay-offs.

GOAL: Contractor will provide in-depth Employer Assistance Program duties.

Measurable Outcome: Identify at least fifteen 15 at-risk employers resulting in at least 25 at-risk jobs (or reduction in hours) saved as a result of providing services

ACTIVITIES
Ongoing engagement, partnership, and relationship-building activities with businesses
Triage, diagnose and work with identified at-risk businesses and determine those with the highest potential for recovery and job retention
Providing assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs
Connect businesses to resources such as loans, business assistance programs, market analyses, and economic development activities to address needs and prevent layoffs
Provide in depth assessments to struggling and at risk employers
Create an independent and customized work plan for each employer based on individual assessment sessions
Data entry: Number of businesses assisted, number of at-risk jobs, number of jobs retained, type of need or assistance, survey employers for program satisfaction, collate and generate information and reports
Track outcome and performance data and information related to the activities that were provided
Provide monthly reports to Stanislaus County Workforce Development Staff on all business engagement services assessments

Provide Stanislaus County Workforce Development with quarterly reports which will feed the CA EDD 122 reports as mandated by the State of California
Create an independent and customized work plan for each employer based on individual assessment sessions
Develop a service plan that includes the need, the service to be provided (action to be taken to address the need), name of staff developing the service plan, which provider will be responsible for providing the service, and the date the service is expected to be provided by
Gather customer satisfaction surveys from business clients whose service plan is completed and submit copy with monthly reporting. Survey instrument is to be developed by the Contractor and submitted to Stanislaus County Workforce Development staff for final approval before implementing its use.
Meet with resource partners (Chambers, Cities, Banks, Stanislaus County Workforce Development staff, etc.)
Provide team-based assistance and/or intense one-one business counseling

3. Employer Assessment

GOAL: Contractor will conduct survey analysis to area employers to identify educational skill gaps, business needs assessments, identify in-demand sectors and industries, and employer surveys.

Measurable Outcome: Contractor will conduct 80 (20 per sector) survey analysis in the four Sector workgroups identified in Stanislaus County Workforce Development’s WIOA Local Plan: manufacturing, logistics/warehouse, health, and agriculture.

ACTIVITIES
Identify education skills gaps
Conduct business needs assessments
Identify in-demand sectors and industries
Complete 100 employer surveys and share on-going results with Stanislaus County Workforce Development each month
Provide a biannual report of the survey results

4. Outreach

The Sector Strategies contractor will conduct outreach and marketing activities with the goal of informing businesses, particularly those in the Workforce Development Board’s priority industry sectors about services available through the Workforce Innovation and Opportunity Act and its partners. As stated in WIOA Section 2, outreach shall include marketing to businesses expressly to increase, for individuals with barriers to employment, “access to and opportunities for the employment, education, training, and supportive services they need to succeed in the labor market.”

Outreach and recruitment methods may include phone calls, site visits, formal advertising, electronic media, flyers, brochures, word-of-mouth and other methods of dissemination. The Sector Strategies Contractor must ensure that the outreach and recruitment is coordinated with Workforce Development Board staff. All outreach and recruitment materials must feature approved AJCC branding and must be approved by the Workforce Development Board or their designee prior to publication.

5. Location of Services

The Sector Strategies Contractor must establish a physical presence at a location within Stanislaus County. The bidder is asked to propose a physical location in the proposal narrative.

A. Businesses Served

The Sector Strategies Contractor will serve primarily Stanislaus County businesses. Outreach, marketing, and engagement of businesses in neighboring counties may occur in fulfillment of regional sector strategies. The Sector Strategies Contractor will respond promptly and provide high-quality service to small, medium and large businesses from all industry sectors who contact it seeking services.

B. Required Partnerships

a. America's Job Centers of California (AJCC) System

The Workforce Development Board's Sector Strategies Contractor, together with the AJCC partners, and Workforce Development Board staff, will work together to create and maintain a comprehensive system of workforce development services serving Stanislaus County's job-seekers, workers, and businesses, with a focus on Workforce Development Board priority industry sectors and career pathways. Representatives of the Sector Strategies, AJCC, and Workforce Development Board staff will be required to participate in meetings for the purpose of relationship-building, information-sharing, design and development of collaborative programs, service referrals, and implementation of a coordinated system of service delivery.

b. Regional Initiatives

WIOA places enhanced emphasis on regional workforce development strategies and partnerships. In coordination with the Local Workforce Development Board, the Sector Strategies Contractor is required to engage in regional planning, assist in establishing and coordinating regional service strategies, help develop sector initiatives for in-demand sectors or occupations in the region, and collect and analyze regional labor market and performance data.

The Stanislaus County Workforce Development Area is designated by the California

Employment Development Department (EDD) Directive WSD15-17 as being a part of the San Joaquin Valley and Associated Counties Regional Planning Unit. This regional planning unit consists of eight Local Workforce Development Boards: Fresno, Kern-Inyo-Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare; which includes a ten county area. To avoid duplication and maximize efficiency in outreach, the Workforce Development Board's Sector Strategies Contractor will be expected to coordinate employer engagement strategies and activities with Business Services providers from the other participating Workforce Development Boards.

The Workforce Development Board is an active participant in multiple regional initiatives, in conjunction with the Central California Workforce Collaborative (CCWC), which includes all the partners described in the EDD San Joaquin Valley and Associated Counties Regional Planning Unit. The CCWC has identified targeted industry sectors for which high demand/high wage opportunities exist in the region. These sectors include:

- Agriculture
- Energy and Natural Resources
- Transportation/Logistics
- Health Care
- Manufacturing
- Water Technology
- Construction

The Sector Strategies Contractor will join the Workforce Development Board in leading and supporting these initiatives, coordinating services, leveraging funding opportunities, sharing and utilizing data, and connecting businesses to resources. Bidders are encouraged to describe commitments to this regional work, and to demonstrate understanding of and/or involvement in regional initiatives. Letters of commitment that include detailed information on initiative involvement and service, co-location, and resource-leveraging commitments may be included as attachments to the proposal.

C. Staffing Structure

Sector Strategies bidders will describe in their proposal a staffing structure for the delivery of solicited services.

D. Fiscal Accountability

Contracts developed under this RFP will be subject to rules and regulations established under 2 CFR 200, Uniform Administrative Requirement, Cost Principles, and Audit Requirements for Federal Awards. Cost reimbursements contracts will be utilized as the payment methodology for any accepted proposals, so payment may take 30 to 60 days depending on invoice processing. Proposers should describe their fiscal structure, and

fiscal staffing qualifications in relation to federally funded programs. Describe any experiences in adhering to governmental fiscal guidelines and what internal monitoring and processes will be followed, including how the organization will repay any disallowed costs. Describe procedures for how your organization will determine what costs are allowable under WIOA, and a brief discussion of your cost allocation methodology.

E. Performance Measurement and Accountability

WIOA establishes core performance measures for Adult and Dislocated Worker services (including Title II, Title III, and Title IV) and Youth Services; a business-services-related measure is expected to be developed by the U.S. Department of Labor (USDOL). WIOA performance measures are designed to measure the effectiveness and continuous improvement of the workforce service delivery system, and the contracting agency will be required to collect and report data pertaining to these measures.

Performance measures are subject to change at any time, and the Workforce Development Board may set performance benchmarks or implement additional measures in response to regulations or local need. A measure of effectiveness in serving employers (such as employee retention rates, rates of repeated employer use of program, and share of all employers in a labor market served) is expected to be developed and implemented by the USDOL by the end of 2019. Additionally, the Workforce Development Board develops local performance measures and will set specific targets to evaluate Business Services, Adult, Dislocated Worker, and Youth Services providers' effectiveness at serving local populations.

Workforce Development Board staff will monitor, audit, and evaluate program activities throughout the contract term. The Sector Strategies Contractor must allow Workforce Development Board staff access to all files and records relating directly to WIOA funds, including database records, fiscal documents and other related records.

The Sector Strategies Contractor will be responsible for providing business client and program data under policies and guidelines established by WIOA, Workforce Development Board, the State of California and the federal government, and administered by the County in compliance with WIOA and State of California CalJOBS data management policies. It will be the contractor's responsibility to ensure adequate training of staff to be in compliance with data management requirements.