

SAN JOAQUIN VALLEY AND ASSOCIATED COUNTIES

REGIONAL PLAN



2017-2020

SAN JOAQUIN VALLEY AND ASSOCIATED COUNTIES REGIONAL PLANNING UNIT REGIONAL WORKFORCE DEVELOPMENT PLAN 2017 – 2020

Executive Summary

The parties to the Regional Plan are the eight Local WDBs within the RPU, which include 7 boards representing single counties (Fresno, Kings, Madera, Merced, San Joaquin, Stanislaus and Tulare) and 1 consortium board representing three counties (Kern, Inyo and Mono). To develop the Plan, the boards initiated a process that included extensive review of existing reports and analyses, individual meetings with key stakeholders, and, to gain the widest possible range of input, a series of 16 regional planning forums, where hundreds of stakeholders from business, education, economic development and other disciplines shared their thoughts on strategies and priorities for the workforce system. The plan is built upon five simple principles, which represent the values, vision and commitment of the Central Valley's workforce stakeholders. They include: support for the goals of the State Plan; the workforce system is demand-driven; regional sector pathways are the best approach to meeting demand; the workforce system encompasses all stakeholders; and commitment to long-term regional collaboration. The Plan is aspirational, setting forth goals and action steps to achieve real collaboration across geographic boundaries and funding siloes.

Economic and Background Analysis: The overall content of this Regional Plan, along with the goals it establishes and the actions it sets in motion, are derived from an intensive review of data and analyses of economic and workforce conditions in the RPU. Key sources included recent reports prepared by Applied Development Economics, Inc. and the State EDD's Labor Market Information Division. While post-recessionary recovery is occurring, it slower than anticipated in some sectors. However, qualified workers are in short supply for certain key job categories and skill areas. The RPU partners have selected the following sectors as priorities under the 2017 – 2020 Regional Workforce Development Plan: advanced manufacturing; construction (including public infrastructure); energy (including green energy); healthcare; transportation and logistics; and value-added agriculture.

Regional Sector Pathways: There are fully developed sector-focused career pathway programs in the Central Valley, many of which were driven by specific requests from and input by industry. Some of these have the potential to be scaled up throughout the RPU. The partners believe in the value of regional sector pathway programs to transform the workforce system into one that is uniquely focused on meeting the skills needed of business, while at the same time preparing new and incumbent workers to gain the skills for in-demand jobs. Over the last several years, at the local level, the WDBs have been focused on target sectors in their areas and a number of sector strategies and initiatives have taken shape. Some of these involve support for hiring, some for training and some for both. A number of projects have included economic development and/or the community colleges in the process of designing and delivering services. The partners are committed to transforming less uniform career pathway processes into more easily replicated ones to support development of regional sector pathways across the RPU. The partners will develop protocols for working with business to assess workforce needs and translate these needs into content for training and services to prepare candidates for jobs. The protocol will include strategies to engage with business, economic development, and education in the regional sector pathway planning and development process.

Industry-Recognized and Valued Credentials: The importance of determining industry-valued and recognized credentials has become understood by many business and industry leaders and system stakeholders. Discussions on this topic have begun and the issue has been a central topic during the process leading to the development of the Regional Plan. Still, much work remains. Discussions with businesses and stakeholders have resulted in a wide-range of comments regarding the value of various credential throughout the region. While credentials are essential for some jobs, they are optional in other cases. The partners will convene an industry steering committee for each of the region's six target sectors to discuss work-related credentials. The committees will: review and recommend metrics for determining the value of credentials; review existing credentials awarded in the region that pertain to their sector and determine their value; identify credentials that would be desirable for the industry; develop a process for re-confirming the value of credentials over time; and provide recommendations on course content for regional sector pathway programs and other training that will produce the credentials.

Accessibility and Inclusiveness: The plan addresses system accessibility and inclusiveness on two levels. The first concerns the approach used to ensure that a wide range of viewpoints were expressed during the planning process, where the second level describes various ways in which the workforce system makes services accessible to all job seekers, including those with barriers to employment. With regard to the inclusiveness of the planning process, the local WDBs reached out to organizations and individuals representing a broad range of stakeholders, including organizations representing groups with significant barriers to employment. The accessibility of services in the region is also notable, with local workforce systems, including education and human services partners, determined to ensure services are located and structured in ways that those who need them can reach them. The partners recognize that community-based organizations must play an important role in outreaching to and serving at-risk target groups.

Job Quality: Job quality and quality jobs have dominated several discussions during the regional planning process. Stakeholders engaged in the planning process, including those representing individuals with barriers to employment, generally agreed with the language of the state statute pertaining to “good jobs.” They did offer a number of suggestions that helped frame the issue toward the development of regional goals. There was broad agreement that jobs into which partners place participants should pay a self-sufficiency wage, even for first time workers. Generally, the job characteristics that stakeholders believe speak to quality are: good wages (family supporting); benefits; flexibility; stability; advancement potential; and fulfillment/likeability. Acknowledging that job quality is not a fixed concept, there was significant agreement that entry-level jobs demonstrate quality when there are discernable next steps for training and skills acquisition that enable workers to move up and earn better wages. The partners plan more work in this area.

Compliance with Federal Requirements for Regional Coordination: While the State Workforce Plan ensures that federal requirements for regional coordination will be met, the partners have ensured that the Regional Plan addresses all regional planning and coordination objectives prescribed by WIOA.

Regional Agreements: Functioning together as the Central Valley Workforce Collaborative (CCWC), for nearly a decade, the WDBs that comprise the SJVAC have had a memorandum of understanding in place that creates a framework for collaboration among local workforce areas and opportunities to coordinate, especially with regard to special projects and initiatives that cross the boundaries that define the local area. This agreement was recently updated, confirming the value WDBs place on cooperation and bringing greater capacity and resources to the region.

Related Plans: The Regional Plan references compatible education and workforce plans in the San Joaquin Valley. These include the community colleges’ recently released Strong Workforce Plan and the various plans for the region’s many Adult Education Block Grant (AEBG) consortia.

Regional Goals: On behalf of the myriad regional stakeholders that have contributed to the Plan by providing recommendations and sharing both resources and insights, the eight LWDBs comprising the SJVAC RPU have established a series of goals for the regional workforce system across nine key areas of regional significance, including engagement with economic development, regional sector pathway programs, increased accessibility, job quality, and credential attainment, among others.

Submission of Unsigned Plan: The period required to develop, vet and publish the Regional and Local Plans for comment has just concluded. WDBs and CLEOs have been briefed on the development and content of the Regional and Local Plans. However, insufficient time was available to formally present the Regional and Local Plans to all WDBs and CLEOs for formal approval prior to the March 15, 2017 deadline. On behalf of the 8 WDBs, Merced County will complete the following with regard to the Regional Plan prior to July 1, 2017: 1) ensure all local WDBs obtain board approval and Chairperson signature; 2) ensure all local WDBs obtain CLEO approval; and 3) submit to CWDB the signed original Regional Plan and documentation of CLEO approval.

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The eight local workforce development boards that are party to this plan have a long history of success, both individually and as a region. Nearly forty years ago, Private Industry Councils in the San Joaquin Valley met regularly to coordinate efforts and to secure training grants to serve the region. A decade before being designated as the San Joaquin Valley and Associated Counties Regional Planning Unit ("SJVAC RPU"), the boards formed the Central California Workforce Collaborative (CCWC), recognizing the value of working together for the benefit of businesses and workers across the vast expanse of California that locals simply call "the Central Valley." The boards have initiated a planning process that will be on-going, recognizing that meaningful change does not just happen. It is the result of thoughtful planning, preparation and hard work. In a word, this Regional Plan is aspirational, setting forth goals and action steps to achieve real collaboration across local geographic boundaries and funding siloes. The boards and their workforce system partners view the Regional Plan not as a destination, but as a beginning – a launch pad for achieving a demand-driven service delivery system that harnesses the region's human capital to build a world class workforce.

Approach

Given the time available between publication of planning guidance and the date by which Regional Plans must be submitted to the State, the local WDBs determined that support was needed for both the planning process and development of the Plan. Through a competitive process, Merced County, as designated lead of a joint regional collaboration, procured two independent consultants, John Chamberlin and David Shinder, for this purpose.

The consultants immediately began to take advantage of the significant work on regional collaboration, sector initiatives, system alignment and related issues that has already been done in the Central Valley. In addition to reviewing abundant documentation on completed work, the consultants began a process of information gathering by meeting individually with each local board and key stakeholders. To gain the widest possible range of input, the consultants facilitated a series of regional planning forums where hundreds of stakeholders shared their thoughts on strategies and priorities for the workforce system. The Regional Plan, which incorporates eight Local Plans developed by each board, owes a debt of gratitude to the business, education, economic development, labor, community and other stakeholders that gave generously of their time in this process.

Guiding Principles

The plan is built upon five simple principles, which represent the values, vision and commitment of the Central Valley's workforce stakeholders. They include:

- Support for The Goals of the State Plan: Workforce preparation and economic prosperity are inextricably linked. The State Plan requires approaches that provide opportunities for all Californians to develop in-demand skills, thereby ensuring that industry has the talent it needs to succeed.
- The Workforce System is Demand-Driven: Industry drives job demand and businesses define skills needed for jobs. It is the obligation of the workforce system to train candidates in these skills, preparing them for careers.
- Regional Sector Pathways Are the Best Approach to Meeting Demand: Structured, high-quality education, training and support programs offer the greatest likelihood of success for all those preparing for careers.
- The Workforce System Encompasses All Stakeholders: The system is not merely WIOA programs. Rather, it is comprised of the work, resources and unique capabilities of all organizations and individuals with a stake in building and maintaining a prosperous, competitive economy.
- Long Term Regional Collaboration: CCWC is a manifestation of a partnership that has existed regionally in the Central Valley for decades. This collaboration has led to many benefits throughout the Central Valley through the joint efforts of the eight WDBs. This collaboration, alignment and partnerships happen in a variety of ways.

Sometimes these efforts will encompass the entire RPU. In other instances, they may involve only a couple of workforce areas or represent coordination across two or three funding streams. Regionalism exists where it can add value and where stakeholders agree to work across boundaries.

A. The Region and Workforce System Stakeholders

The San Joaquin Valley and Associated Counties Regional Planning Unit is comprised of the ten-county area described below. There are no plans to petition for “RPU” modification.

1. RPU Boundaries: The boundaries of the RPU are those defined by the following ten California counties: Fresno, Inyo, Kern, Kings, Madera, Merced, Mono, San Joaquin, Stanislaus and Tulare. This area comprises approximately 40,760 square miles, roughly 25% of the State. The total population of the region is estimated at 4,079,609, making it more populous than 25 States¹.

2. Regional Stakeholders in Workforce Development: Key workforce stakeholders in the region include local WDBs, education, economic development, public agencies, organized labor and community and non-profit organizations. Following is an overview of partners that contributed to the regional planning process.

Local Workforce Development Board - Parties to the Plan: The parties to the Regional Plan are the eight Local WDBs within the RPU, which include 7 boards representing single counties (Fresno, Kings, Madera, Merced, San Joaquin, Stanislaus and Tulare) and 1 consortium board representing three counties (Kern, Inyo and Mono). Through their CCWC network, the WDBs have all been actively involved in the regional planning process by reviewing State guidance, selecting consultants to assist in the process, providing copious resource documents, organizing regional forums, and meeting regularly with the consultants as a group and individually to share insights, make decisions and set goals for regional coordination. As the designated lead for the RPU, this project has been managed by the Merced County WDB.

Businesses: Through the WDBs’ intensive involvement in the regional planning process, private sector members of their boards have been apprised of key issues being addressed in the Regional Plan, thereby providing an opportunity for feedback. Businesses that participated directly in process through interaction with the regional planning consultants or analysts at Applied Development Economics, which provided labor market analysis for the plan, include the following: Adventist Health, ARC Dental, Ball Metal Food Containers, Black Oak Casino Resort, BW Implement Company, California Electric Supply, Clinica Sierra Vista, Conagra, Comcast, Delaware North, Doctors’ Medical Center (Tenet), EJ Gallo, Fast Credit Union, Grimmway Farms, Golden Empire Transit, Hydrite Chemical Co., HR Professional, Jo-Ann Fabric and Craft Stores (corporate), Johasee Rebar, Kern Medical, Leprino Foods, Les Fong and Associates, Del Monte Foods Modesto, Mar Vista Resources, Memorial Medical Center, Mid-state Precast, Nestle, Pitman Family Farms, Silva Dental, Solecon Industrial, Sunsweet/Dryers, TSM Insurance Services, and Warren and Baerg Manufacturing.

Education and Training Institutions and Providers: The education community, from the K-12 system to 4-year universities, was engaged actively in the planning process, largely through participation in the regional forums. The consultants also communicated one on one with leadership from the Community College Regional Consortium, various Community College Deputy Sector Navigators, and some of the leadership from the Adult Education Block Grant consortia in the region.

Economic Development and Business-Serving Organizations: Individual discussions were held with economic development leaders from Kings, Madera, Merced and San Joaquin counties and with the Directors of the Fresno Council and the Office of Community and Economic Development at CSU Fresno. Other economic development and chamber of commerce representatives participated in the regional planning forums. Both Kings and San Joaquin

¹ Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates Business

counties combine their economic and workforce development staff within a single department.

Public Agencies and Programs: Elected officials, managers, and staff representing Central Valley counties and cities participated in region planning discussions. Representatives from various county welfare agencies were active in the process, as were representatives from the State Department of Rehabilitation (DOR). Individual discussions took place between the consultants and state and regional leadership from DOR. Similar conversations were held with Deputy Division Chiefs from EDD and staff from the State Employment Training Panel.

Organized Labor: Among the region's union partners joining the planning process, including those directly involved with training and apprenticeships, were IBEW Local 684, UA Plumbing and Pipefitting Local 442, the Carpenters' Training Committee of Northern California, IBEW Local 100/Fresno Area Electrical Training Center, Carpenters Local 1109, and Sheet Metal Workers Local 104.

Community and Non-Profit Organizations: CBO contributions to the planning process were robust, as dozens of community partners engaged in dialogs with other regional stakeholders. Among the many organizations participating were: Friends Outside (Modesto), H.O.P.E. (Fresno), Mexican American Opportunity Foundation (Bakersfield), Proteus (several Central Valley counties), Puentes (Stockton), Reading and Beyond (Fresno), and the Stanislaus Family Justice Center.

Additional information on the participation of regional partners in the planning process is provided in Section E.

B. Analysis of Key Economic Conditions, In-Demand Sectors and the Workforce

The overall content of this Regional Plan, along with the goals it establishes and the actions it sets in motion, are derived from an intensive review of data and analyses of economic and workforce conditions in the RPU. As indicated by the information that follows, the economy of the San Joaquin Valley defies easy definition. Its lies somewhere between one based on the historical foundations of the region as the nation's "bread basket" and an emerging viewpoint that sees the Central Valley offering unique promise for an array of burgeoning sectors, given the region's young, growing population and relative affordability for businesses and workers alike.

With both its economic promise and notable challenges, the San Joaquin Valley, has been, as stakeholders remark without hesitation, "studied to death." Hyperbole aside, there has indeed been a surprising abundance of research, study and planning concerning the economy, jobs, training and workforce preparedness in the region. Those taking on the task of transforming planning activities into a Regional Plan had to choose from many sources to provide a snapshot of the RPU's economy, demand sectors and workforce conditions. The following materials proved most useful.

Primary Economic Analysis Resources: Principal sources contributing to the economic and workforce analysis within this section include the following studies that address specific conditions within the RPU boundaries. Most, as noted, provide fairly current data, as they were published within the last six months.

- Regional Economic Sector and Skills Gap Analysis: CCWC Region, Applied Development Economics, Inc. (ADE), October 10, 2016: The eight local WDBs in the RPU, functioning collaboratively as the Central California Workforce Collaborative (CCWC), commissioned ADE, which had previously done analysis for the region, to prepare a report summarizing data concerning industry (providing NAICS references) and job growth and key labor force characteristics, along with information on the relationship of education and experience to projected jobs.
- Supplemental Information and Analysis, ADE Memorandum, December 5, 2016: As regional and local planning guidance had not yet been published by the State at the time the foregoing analysis was commissioned by the CCWC, ADE management provided a memorandum that used information from the report to respond to the requirements for Regional Plans.

- Regional Planning Unit Summary: San Joaquin Valley and Associated Counties, California Employment Development Department, Labor Market Information Division (EDD LMID), September 1, 2016 – Revised: The information presented by this summary was critical to the region's analysis, as it provides data aggregated to the region that corresponds precisely to regional planning requirements.
- Regional Economic Analysis Profile, EDD LMID, April 2015: The Profile provides an excellent synopsis for the Central Valley's top 10 industries by size – the number of workers employed in these sectors. Some of the sectors profiled are those that regional stakeholders have selected as targets for the Regional Plan.
- San Joaquin Valley Regional Industry Cluster Analysis and Action Plan, Applied Development Economics, September 2012: While this plan might be considered “out of date” given the date of its publication, it represents a decisive stage in economic and workforce development planning for the region. Under the leadership of ADE, which helmed the most recent economic and sector evaluation for the Central Valley, the report presents an analysis of the San Joaquin Valley economy and the San Joaquin Valley Regional Industry Cluster Action Plan, prepared on behalf of the California Partnership of the San Joaquin Valley out of CSU Fresno. The “Action Plan” identifies emerging opportunities for the region's comparative advantage industry clusters within the context of global, national, state and regional drivers and conditions.

Supplemental Economic Analysis Resources: As EDD LMID's recent Economic Analysis Profile did not provide cluster descriptions or data for two of the region's target sectors (advanced manufacturing or energy), the following served as resources for information on these industries or helped to fill in other gaps.

- California Manufacturing Jobs in Demand, July 2012: Given the fact that job loss has characterized manufacturing throughout the State for decades, data about opportunities for this rapidly changing sector is often harder to come by. This study provided useful information with regarding to where opportunities in the sector exist.
- California's Green Economy: Summary of Survey Results, EDD LMID, October 2010: In similar fashion to the manufacturing report, this publication helped to fill in the blanks about “green jobs,” particularly as they relate to the energy sector.
- Labor Market Overview: Central Valley/Mother Lode Region, California Community Colleges' Center of Excellence Mother Lode Region, May 2016: This succinct analysis provides information on population characteristics and employment in targeted industries and occupations. Because the community college regions do not mirror those of the workforce system, data from this study was used only as a point of comparison.

Labor Market Intelligence from System Stakeholders: As described in the introduction to this Plan, discussions with business, economic development, education and other system stakeholders have been essential to formulating opinions about and strategies for the Workforce Development Plan in the Central Valley. Stakeholder experiences have provided a powerful lens through which to view and analyze opportunities to support the objectives of industry and workers alike.

I. The Regional Economy: In its 2012 analysis, ADE indicates that the region has had a relatively slow recovery from the Great Recession. Before the recession, total jobs in the region peaked at 1,361,550 in 2007 and did not reach that level again until 2014. The annual average number of jobs for 2015 was estimated at 1,405,122. Through 2008, total jobs in the region were growing at a 1.4 annual percentage rate, while, since 2008, the number of jobs has grown at a much lower 0.5 percent per year. The analysts conclude that, at 1.4 percent a year, jobs in the SJVAC RPU are expected to grow modestly through 2025, although they project a number of sectors (construction, health, logistics, professional, scientific and technical services, administrative support, education, healthcare and food service) to exceed this overall annual growth rate. However, qualified workers are in short supply for certain key job categories and skill areas. ADE's summary of overall job growth in the region indicates:

- The regional unemployment rate declined to 9.9 percent in 2015, down from the peak of 16.5 percent in 2010, but still well above the low point of 7.9 percent in 2006.
- Before the recession, total jobs in the region peaked at 1,361,550 in 2007 and did not reach that level again until

late 2014. Jobs have grown to 1,405,122 (annual average) in 2015.

- Healthcare is projected to see the highest growth in jobs between 2015 and 2025 (51,000 new jobs), followed by Retail (27,400 new jobs) and Food Service (18,000 new jobs).
- The SJVAC region is also expected to see relatively strong growth in Education (16,400 new jobs), and Professional, Scientific and Technical services (8,700 new jobs).
- The Logistics sector, including Wholesale, Warehousing and Transportation, is projected to grow by a combined 22,700 new jobs
- Manufacturing is projected to increase by 7,000 jobs, but this trend masks considerable turbulence within the sector, with some industries growing while others decline. Wineries (NAICS 312230) are projected to grow by 1,400 new jobs and a number of other food processing industries are projected to grow by at least 500 new jobs each, such as roasted nuts and peanut butter (NAICS 311911), poultry processing (NAICS 311615), animal slaughtering (NAICS 311611), and cheese manufacturing (NAICS 311513). At the same time, dried and dehydrated food manufacturing (NAICS 311423) and fruit and vegetable canning (NAICS 311423) are expected to each decline by more than 600 jobs. Breakfast cereal manufacturing (NAICS 311230) and commercial bakeries (NAICS 311812) are expected to decline by approximately 300 jobs each.
- Construction has recovered more than 12,800 jobs over the past five years, but is projected to continue at less than half that rate of job growth, with 11,200 new jobs created between 2015 and 2025.
- Consistent with the above trends, the Health and Wellness industry cluster is projected to have the highest job growth over the next ten years. The Health and Wellness cluster is projected to add 51,000 jobs by 2025. About 26,700 (52 percent) of the new jobs will occur in the Health Care Delivery sub-cluster. Within this sub-cluster, the number of jobs in hospitals and HMO Centers is projected to increase by 8,500 new jobs. In contrast, services to elderly and disabled persons are projected to increase by 20,800 new jobs.
- The projections of job openings show a concentration in transportation and materials handling (4,900 annual openings), food services and retail (12,600 combined annual openings), office and admin support (5,900 annual openings) and farm occupations (6,300 annual openings).

ADE's analysis corresponds to input from key stakeholders throughout the planning process. A question that workforce, economic development, education and other stakeholders have grappled with during the planning process is how to formulate a systemic response to substantial growth in the retail and food service sectors. The Community College's Deputy Sector Navigator responsible for these industries expressed opinions that many across the system echoed. Both food service and retail, while not directly within the career paths for middle skill jobs in targeted industries, do provide on-ramps for new workers, including youth, immigrants and those returning to work after overcoming employment-related barriers. The system's approach to using employment in these lower wage sectors must include plans for leveraging work readiness and maturity gained through the jobs to transition workers to fields offering greater opportunities to earn family sustaining wages. Approaches will likely require training, both at education/training institutions and on-the-job.

Based on ADE's analysis and discussions with key employers, workforce organizations and training providers, the regional planning process identified specific occupations as potential priorities for additional training efforts, including Medical Technicians, Electricians and Maintenance Mechanics. The planning process also identified specific skills needed by business, such as the ability to use computer-operated processing controls and instruments, supervisory and management skills, business skills, and related English competency.

Major Industry Sectors within the Region: EDD LMID's recent data summary highlights regional economic growth by reporting on the industries with the most employment.

Major Industry Sector	May 2016 (preliminary)	May 2012	Change	Percent	LQ ²
Total All Industries	1,514,200	1,368,720	145,480	10.6%	-

² Location Quotient

Total Farm	240,000	220,001	19,999	9.1%	5.6
Total Nonfarm	1,274,200	1,148,720	125,480	10.9%	0.9
Mining and Logging	9,930	13,451	-3,521	-26.2%	4.4
Construction	43,130	36,530	6,600	18.1%	0.6
Manufacturing	111,240	102,701	8,539	8.3%	1.0
Trade, Transportation and Utilities	268,450	235,200	33,250	14.1%	1.0
Information	11,840	11,660	180	1.5%	0.3
Financial Activities	42,940	42,540	400	0.9%	0.6
Professional and Business Services	110,120	101,620	8,500	8.4%	0.5
Educational and Health Services	205,460	181,400	24,060	13.3%	0.9
Leisure and Hospitality	126,430	106,960	19,470	18.2%	0.7
Other Services	38,790	35,700	3,090	8.7%	0.8
Government	287,380	266,760	20,620	7.7%	1.3

Notably, agriculture, construction, manufacturing, trade-transportation-utilities and educational and health services (sectors being targeted, as described below) all experienced growth over the 4-year period from May 2012 through May 2016.

Target Sectors for Workforce Development: The RPU partners have selected the following sectors as priorities under the 2017 – 2020 Regional Workforce Development Plan: advanced manufacturing; construction (including public infrastructure); energy (including green energy); healthcare; transportation and logistics; and value-added agriculture. The decision to target these sectors is based principally on the following factors:

- Each is showing substantial growth and/or post-recession resurgence in the Valley;
- To varying extents, the industries are being transformed by technology, requiring innovative strategies and approaches for training new workers and the current workforce;
- Engagement with businesses, business supporting agencies and economic development organizations all suggest that these sectors will benefit as the result of interventions by the workforce and education system.
- They were selected as targets through the extensive research and planning that culminated in the 2012 San Joaquin Valley Regional Industry Cluster Analysis and Action Plan. According to the Cluster Action Plan, emerging opportunities for these “comparative advantage” industry clusters are the foundation for innovation, competitiveness, and future well-being in the region. They support improved health, sustainability, energy self-sufficiency, and shared prosperity.

EDD LMID’s Regional Economic Analysis Profile, provides clear and concise industry cluster descriptions³ for four of the RPU target sectors. These are summarized below:

Agriculture (particularly, Value-Added Agriculture): The Agriculture, Food, and Beverage Processing industry cluster includes establishments primarily engaged in growing crops, raising animals, and manufacturing food and beverages, as well as support activities for crop and animal production. This cluster employed almost 269,000 people in 2014, nearly 21.7 percent of the economic market’s workforce. Top industries in this cluster include: Support Activities for Crop Production; Fruit and Tree Nut Farming; Cattle Ranching and Farming; Other Food Manufacturing; and Beverage Manufacturing. Examples of in demand entry-level and middle skills jobs include agriculture and food processing technicians, maintenance mechanics, quality control inspectors, farm machinery mechanics and bi-lingual supervisors. There is a very high degree of cross-over between value-added agriculture and advanced manufacturing.

³ Distinctions between EDD’s industry cluster titles and the sector titles used by the RPU are considered immaterial.

The RPU is focusing on the economic benefits of “value-added” agriculture. Defined as the transformation of agricultural products to a higher value for the end consumer, examples can be seen when carrots are processed into smaller, “baby” carrots, or used in the production of vegetable juice and when grapes are turned into wine.

Construction (including Public Infrastructure): The Construction Materials and Services industry cluster is comprised of builders of mechanical systems such as electrical, heating, and water; specialty trades outfits such as drywall, flooring, and painting contractors; residential and commercial builders; and contractors who complete foundation and framing work. In 2014, this cluster was comprised of more than 55,000 workers, or 4.5 percent of the economic market’s employment. Expenditures on road, bridge, tunnel, pipeline and other public infrastructure construction in the Central Valley is expected to top \$36 billion in the coming several years. Industries showing the highest projected job openings include: Building Equipment Contractors; Building Finishing Contractors; Foundation, Structure, and Building Exterior Contractors; Residential Building Construction; and Other Specialty Trade Contractors.

Healthcare: The Healthcare Services industry cluster includes acute care and outpatient hospitals, nursing homes and rehabilitation centers, adult day care centers, and community service agencies for the elderly. It employed nearly 134,000 people in the economic market in 2014, accounting for 10.8 percent of the workforce. Industries in this cluster may include both public and private employment. Top industries within this cluster include: General Medical and Surgical Hospitals; Offices of Physicians; Nursing Care Facilities (Skilled Nursing Facilities); Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly; and Outpatient Care Centers. In demand entry-level and middle skills jobs include: medical assistants, certified nursing assistants, licensed practical and vocational nurses, registered nurses, triage nurses, nurse practitioners, emergency medical technicians and paramedics, medical lab technicians, respiratory therapists, clinical technicians, health diagnosticians, a variety of medical support personnel and dental assistants,

Transportation and Logistics: The Transportation and Logistics cluster is made up of interrelated industries such as refrigerated warehousing, self-storage facilities, freight transporting companies, and overnight delivery businesses. In 2013-2014, over 50,000 workers were employed in this cluster, making up 4 percent of the economic market’s workforce population. Industries showing the highest projected job openings include: Warehousing and Storage; General Freight Trucking; Specialized Freight Trucking; Couriers and Express Delivery Services; Commercial and Industrial Machinery and Equipment (except Automotive and Electronic); and Repair and Maintenance. In demand entry-level and middle skills jobs include truck drivers, mechanics, supply chain workers for “fulfillment” or on-line ordering businesses, fork lift operators, warehouse workers, bi-lingual supervisors and order takers/route planners.

The following industry descriptions for the advanced manufacturing and energy sectors are based on information provided in the 2012 San Joaquin Valley Regional Industry Cluster Analysis and Action Plan.

Advanced Manufacturing: Manufacturing is a lynchpin cluster in that it is a component of virtually all of the other regional clusters in addition to other “diversified” manufacturing companies. More than 70 percent of manufacturing jobs are associated with one of the five other target sectors. Most of this employment is in food processing and is part of the agriculture value chain. Manufacturing has generally lost employment during the past decade, although this loss occurred more slowly in the Central Valley than it did statewide. It is worth noting, though, that nearly 60 percent of the losses were in non-cluster related diversified manufacturing industries. In demand entry-level and middle skills jobs include entry level and skilled technicians, engineering and drafting specialists, maintenance mechanics, welders, supply chain managers, quality control specialists and bilingual frontline supervisors.

Energy (including Green Energy): The San Joaquin Valley’s growing population and expanding economy will require increased supplies of reliable, diverse, clean energy, which is defined as “increasing the energy use efficiency of our homes and businesses and other resources; and producing more electricity and fuel in the Valley from renewable energy resources such as solar, wind and biomass.”

It is challenging to find both a consistent definition of the Energy Cluster “value chain” in terms of component groups

of industries, and to identify the NAICS codes that comprise the cluster. This is in part because Energy is a rapidly evolving cluster and there are not yet specific NAICS codes for some of the industries, especially in the production of renewable energies. In some cases, such as the solar industry, activities cover many NAICS codes and are difficult to classify. In other cases, activities fall under categories that can involve non-energy-related functions. For example, installation of solar panels on roofs of buildings is classified under a NAICS code for roofing contractors, which is a more encompassing area than solar panel installation. The development of biofuels is sometimes categorized within the agriculture value chain. As a goal of this Regional Plan, the RPU partners will work with EDD LMID to develop a definition for the industry cluster and the jobs it encompasses. In demand entry-level and middle skills jobs include HVAC specialists and insulators, wind and solar farm technicians, energy conservation advisors, natural gas conversion specialists and mechanics specializing in converting and repairing vehicles and devices using alternative fuels.

II. Skill Requirements for a Diverse Region: The in-depth stakeholder engagement process, which included both business representatives and individuals from organizations that serve businesses, pinpointed several key skill areas that companies require of their employees and job candidates. These include:

Foundational skills: Basic literacy and numeracy skills are required in virtually every type of work. Education partners equate the typical minimum requirements of businesses for language and math skills to 8th grade proficiency.

Core Competency Skills: Over and over again, businesses and those who provide training for their workers expressed that digital literacy is now a core competency. While the ways that technology manifests within a company and in relation to specific jobs are countless, a baseline understanding of computer/microprocessor operations is now essential for virtually all work. Many stakeholders, including businesses themselves, expressed similar thoughts about “customer service” skills, recognizing that strong customer relations, be they external or internal, affect productivity and profitability.

Essential Skills: Punctuality, team work, customer responsiveness, critical thinking, and accepting supervision are among a long list of workplace behaviors, attitudes and knowledge that businesses require. Many businesses, for which specific licensure/certification is not a prerequisite, indicate that these “essential skills” alone can advance a job applicant to the hiring phase and suggest that no candidate be referred without workforce system representatives first verifying that he or she demonstrates competency in these areas.

Job Specific Skills: As indicated various times throughout this Plan, each target industry has described skills needed for workers in a wide range of occupations. Industry engagement will continue to focus on translating skill requirements into training for each target sector. In most cases, this will involve updates to the technical content of curricula, especially as workplace skills are altered by technology and automation. In other cases, as technology and market place conditions create new job classifications or completely new skills requirements for existing classifications, new curricula will need to be developed.

Regional Plan goals and action steps concerning the foregoing demand-driven skill areas are further described in section L.

In its recent analysis of labor market data for the region, ADE reports that more than 51,200 average annual openings are projected between 2015 and 2025 (512,600 total openings), of which approximately 21,000 annual openings would be due to new job growth.

- The minimum educational requirements listed by the Department of Labor for more than three-quarters of the openings do not exceed a high school diploma. However, nearly 4,000 openings per year require more than a high school diploma, though less than a four year BA degree. This includes about 700 openings that require specialized training beyond high school, though not necessarily a certificate or AA degree. Of these jobs, 572 are teaching assistants and 105 are computer support specialists.

- Nearly 1,400 annual openings are for jobs that do require a certificate in a specialized area of training. The largest occupational groups in this category include medical assistants (348 annual openings) and licensed practical and vocational nurses (308 openings per year). Other occupations requiring a certificate with 90-100 annual projected openings include dental assistants, emergency medical technician and paramedics, firefighters, supervisors of production and operating line workers, and heating, air conditioning and refrigeration mechanics.
- About 2,000 projected openings per year would require an AA degree. The largest occupational group in this category is nurse practitioners (560 annual openings), followed by registered nurses (430 annual openings) and preschool teachers (203 annual openings). Another 331 projected annual openings are in other medical occupations, such as clinical technicians, health diagnosing support personnel, and respiratory therapists. The remaining openings in this category include a wide range of technical specialties including engineering and drafting technicians, agriculture and food science technicians and radio and telecommunications equipment installers.

While some of what ADE highlights is outside the focus of the region's target sectors, it provides important insight with regard to skills for middle skill jobs and other occupations requiring less than a four year degree.

III. The Regional Workforce: The workforce in the greater San Joaquin Valley region is, consistent with the demographics of the vast majority of California, ethnically and culturally diverse. The region's vast agricultural footprint has, for more than 150 years, drawn immigrants from around the world to the Central Valley, where they have been quickly able to use their knowledge of farming and ranching, along with the hard labor that they know is required of the industry. Over the past several decades, as the industrial base of the region has expanded beyond agriculture and related sub-sectors, all of those with a stake in economic growth have worked to build a workforce that is as diverse in skills as it is in heritage.

Labor Force Data: The following labor market profile information, providing employment and unemployment data, is excerpted from EDD LMID's September 2016 LMID Summary⁴ for the ten county area comprising the SJVAC RPU⁵:

	May 2016	May 2015	Change	Percent
Labor Market	1,871,810	1,873,910	-2,100	-0.1%
Employed	1,710,720	1,689,870	20,850	1.2%
Unemployed	160,910	184,240	-23,330	-12.7%
Unemployment Rate	8.6%	9.8%	-1.2%	-

The Summary expresses labor force participation in the following terms:

Labor Force Participation	Population	Percentage
Employed or in Armed Forces	1,562,189	51.7%
Unemployed	261,676	8.6%
Not in labor force	1,196,002	39.6%
Total	3,019,867	100.0%

Other key labor force and overall regional population characteristics in the summary include: native and foreign born; English learners; veteran status; disability status; and barriers to employment. The tables that follow present this data:

Native and Foreign Born	Population	Percentage
Native	3,192,815	78.3%
Foreign Born	886,794	21.7%

⁴ For all tables under the "Labor Force Data" sub-heading, the source is U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

⁵ Note: LMID advises that numbers may vary from table to table due to rounding and other factors.

Total	4,079,609	100.0%
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English Learners	Population	Percentage
Speaks English Less Than "Very Well"	711,447	19.0%
Speaks English "Very Well"	916,870	24.5%
Speaks Only English	2,117,332	56.5%
Total	3,745,649	100.0%

Veteran Status	Population	Percentage
Male Veterans	179,774	93.2%
Female Veterans	13,092	6.8%
Total	192,866	100.0%

Disability Status	Population	Percentage
With Any Disability	482,044	12.1%
No Disability	3,507,996	87.9%
Total	3,990,040	100.0%

Individuals with Barriers to Employment	Total
Ethnic Minorities	2,627,380
Households with Cash Public Assistance or Food Stamps	227,663
Population 18 and Over with Less Than a 9 Grade Level Education	383,224
Single Parent Households	299,397
Speak English Less Than "Very Well"	711,447
Youth Ages 10 to 24	977,226

While EDD LMID's Summary stops short of analysis concerning labor force characteristics, it does make clear that there is a significant number of RPU residents with barriers to employment. These statistics suggest that the region's workforce system must be responsive to challenges faced by workers and those seeking to enter the workforce. Growth of key sectors of the Central Valley's economy will require that large percentages of these individuals become skilled members of workforce. Strategies must include training and other workforce services specially designed to remediate barriers and enable entry to critical, in-demand career paths.

In contrast to the LMID Summary, the October 2016 report by ADE analyzed the labor force, focusing on characteristics including race and ethnicity, gender, veteran status, disability status, citizenship, age, educational attainment and employment status. The report makes note of a number of significant factors and draws some conclusions, about labor force characteristics, the economy and employment. The following information is in largely excerpted from ADE's Report.

Unemployment: Within the RPU, about 48 percent of the labor force is Latino, at 870,562 persons out of a labor force of 1,814,685. Thirty-eight percent is White. Unemployment for Latino workers 25 and older is 12.4 percent compared to 8.6 percent for Whites. Unemployment is 14.2 percent for workers in other racial and ethnic groups. Unemployment affects workers 25 and older with no college degree much more, at 13.2 percent, than those with a college degree (6.1 percent). Veterans' unemployment level is at 8.8 percent. Disabled workers have relatively high unemployment, at slightly over 22.0 percent.

Age Demographics: The labor force in the RPU is fairly evenly concentrated among the age groups. Workers in the 16-24 age group are about 16.6 percent of the total, while nearly 25 percent are in the 25-34 age group. The prime working age group of 35-54 has 42 percent of the workforce. Workers over 55 constitute about 16.9 percent of the workforce and a number of employers report that impending retirements are a significant issue for them in terms of anticipated openings in the future.

Underutilized Workforce: ADE examined the part-time and unemployed labor force in terms of how its educational attainment and prior occupational background matches projected annual job openings. The largest numbers of openings identified were in lower skilled occupations such as farming, food service, sales and administrative office occupations. However, significant numbers of openings were also projected in education, production, healthcare practitioners and personal care services, which are followed closely by management and healthcare positions. Comparing these categories to the availability of currently unemployed and part-time workers, there are substantial numbers of workers who would seemingly be available to fill these positions. This may suggest that these unemployed individuals and those working only part-time need training to help upgrade their skills. It might also be the case that they need other services to help them be available for full-time employment.

Labor Market Trends: ADE's 2016 analysis sheds light on labor market trends in the RPU. The authors report that, as expressed in the following table⁶, the San Joaquin Valley has defined a number of regional industry clusters that are significant components of the regional economic base.

NAICS	2015 JOBS	2025 PROJECTED	2015-25 CHANGE	2015-25 ANNUAL GROWTH RATE
Total	1,031,426	1,203,14475	171,718	1.6%
Energy	47,762	53,517	5,755	1.1%
Diversified Manufacturing	30,277	30,777	500	0.2%
Health and Wellness	203,489	254,499	51,010	2.3%
Agriculture	418,394	469,406	51,012	1.2%
Water Flow Technology	9,934	11,480	1,546	1.5%
Logistics	51,436	63,324	11,888	2.1%
Retail	151,397	178,823	27,426	1.7%
Accommodations and Food Services	106,314	125,619	19,305	1.7%
Heavy Construction	12,423	15,699	3,276	2.4%

Industry clusters represent traded sectors in the regional economy, which are typically the source of most of the income and wealth for the region, as well as the areas where innovation occurs most frequently. Agriculture and Healthcare are the two largest industry clusters.

The Agriculture cluster includes not only farm production, but also food processing, related distribution and logistics, and a variety of agricultural services that include fertilizers, irrigation, soil testing, veterinary services, and marketing, among others. Within the broader Agricultural cluster, there continues to be a shift away from jobs employed directly at farms and increased reliance on farm labor contractors. In addition, a number of food processing industries are projected to increase employment, including poultry processing (NAICS 311615), animal slaughtering (NAICS 311611), meat processed from carcasses (NAICS 311612), wineries (NAICS 312130), corrugated and solid fiber box (NAICS 322211), perishable prepared foods (NAICS 311991), and wood containers and pallets (NAICS 321920). In addition, the agriculture-related distribution (logistics) sector is projected to add about 3,900 jobs over the next ten years.

The Health and Wellness cluster is projected to add 51,000 jobs by 2025. Of the 51,000 new jobs, almost 26,700 (52 percent) will occur in the Healthcare - Delivery sub-cluster. Within this sub-cluster, the number of jobs in hospitals is projected to increase by 5,400 new jobs, with another 4,200 new jobs projected for services to elderly and disabled persons. In addition to the 4,200 new service-related jobs in the Health Care - Delivery sub-cluster, there is another 20,800 new jobs in the Health Care – Other Services sub-cluster pertaining to services for the elderly and disabled

⁶ ADE Inc., San Joaquin Valley Regional Industry Cluster Analysis and Action Plan, prepared for the Office of Community and Economic Development, CSU Fresno, on behalf of the California Partnership for the San Joaquin Valley. September 2012

(NAICS 624120). Some of the new jobs will occur in hospital settings, but many will be in outpatient facilities and various types of nursing and residential care facilities.

ADE's analysis also identifies industries that are expected to decline. While food processing generally exhibits strong growth over the next ten years, there are several food processing industries within the Agriculture Cluster that are expected to decline, such as breakfast cereal manufacturing (NAICS 311230), fruit and vegetable canning (NAICS 311421), and dried and dehydrated food manufacturing (NAICS 311423).

Labor force demand is not only affected by new jobs growth, but also by changes in the labor force. As the Baby Boomer generation ages out of the labor force, there will be an increased need for replacement workers. In addition, job turnover occurs for a number of other reasons. More than 51,200 average annual openings are projected between 2015 and 2025 (512,600 total openings), of which approximately 21,000 annual openings would be due to new job growth.

Educational and Skill Levels: The LMID Summary provides the following data on the educational attainment levels of Central Valley residents:

Educational Attainment	Male	Percentage	Female	Percentage
Less than 9th grade	198,654	13.8%	184,570	12.8%
9th to 12th grade, no diploma	196,833	13.6%	153,414	10.6%
High school graduate (includes equivalency)	394,997	27.4%	366,649	25.4%
Some college, no degree	363,871	25.2%	397,218	27.6%
Associate's degree	92,503	6.4%	118,626	8.2%
Bachelor's degree	131,471	9.1%	154,746	10.7%
Graduate or professional degree	65,809	4.6%	65,914	4.6%
Total	1,444,138	100.0%	1,441,137	100.0%

The fact that nearly one quarter of the region's "job age" residents have not earned a high school diploma or its equivalent is troubling. Even opportunities for which a high school diploma is not required are more readily attainable when the candidate has this credential. As discussed in section D of this Plan, representatives of business, education and virtually every workforce stakeholder group agreed that a high school diploma is the "bedrock" credential for the majority of jobs in the Central Valley, particularly those offering upward career path potential.

ADE's October 2016 report provides substantive review of education attainment and its effect on workforce conditions. According to this analysis⁷, Educational attainment in the region is slightly lower than the statewide averages, with 22 percent of workers 25 years and older not holding a high school diploma or equivalent, compared to 18.5 percent for the state as a whole. Statewide, 38.8 percent have a college degree, compared to 28.5 percent for the SJVAC region. However, in the Central Valley, there is a stark contrast in the educational attainment levels of the labor force when citizenship status is taken into account. Among US citizens in the workforce, only 12 percent do not have a high school diploma or GED and 33.7 percent have a college degree. However, it is important to recognize that many non-citizens have not had the same educational opportunities in their home countries and many have not achieved the equivalent of a high school diploma. 63 percent of the non-citizens 25 and over in the labor force have not obtained a high school diploma or a GED. Twenty percent of non-citizens in the labor force have earned a high school diploma or equivalent, which is five percentage points lower than the rate for citizens (i.e. 25.9 percent). This accounts, in part, for the differences in educational attainment between Latino workers and other workers in the labor force, as the non-citizen group is 87.1 percent Latino; slightly over 39 percent of all Latinos in the workforce have no

⁷ The following text is largely excerpted from ADE's report; edited only for narrative flow and sequence of information within the context of topics to be addressed by the Regional Plan.

high school diploma or GED. It is also important to note that Latinos have earned high school diplomas and GEDs at rates slightly surpassing Whites and Others, at 25.9 percent versus 24.5 percent (Whites) and 21.7 percent (Others). However, Whites and Others are over two times more likely than Latinos to have earned a college degree: 14.9 percent of the Latinos in the labor force have earned a college degree versus 40 percent for Whites and 41 percent for Others.

Educational attainment also affects employment status. Persons with no high school diploma exhibit rates of unemployment that more than double unemployment levels for persons with a college degree, or 15.8 percent versus 6.1 percent. Of the persons with a college degree, almost 68 percent work full-time, resulting in a full-time employment rate that is 18 percentage points greater than the rate for persons without a high school diploma (i.e. 68.3 percent versus 50.0 percent).

Veterans in the region tend to have high levels of overall educational attainment, with only 3.5 percent not achieving a high school diploma. For the workforce as a whole, 22.0 percent do not have a high school diploma or equivalent degree. Among workers with disabilities, however, nearly 26.5 percent do not have a high school diploma.

IV. Workforce Development Activities within the Region: From the on-set of recent planning activities that have taken place to support the development of the Regional Workforce Plan, the partners have agreed that there are substantial resources within the RPU to provide workforce development and training. The challenge in moving the needle forward on the development of a more demand-focused system is marshaling these resources so that they become more nimble and able to quickly respond to labor market needs.

Overall, the training assets of the region are abundant and, in the aggregate, are effective at meeting the demands of industry for a variety of skill sets. However, ample room for improvement exists in the following areas:

- Capacity to receive on-going input from industry on its changing needs and support from business in translating workplace skill needs into training content.
- Shortening the turn-around time from when business “sounds the alarm” to the start date of training in new and updated courses.
- Consistency of content from institution to institution and from area to area so that regional businesses can gain confidence that credentials resulting from training reflect agreed upon content.
- Greater collaboration with system stakeholders, particularly economic and workforce development, in the process of engaging industry in regional discussions of current and emerging skill requirements.
- Development of more on-ramps for individuals with barriers to employment to enter training that enables subsequent transition to career pathway programs eventually leading to middle-skill and other self-sustaining employment.

Strategies to address these challenges are described throughout this Regional Plan and are summarized within section L, Regional Collaboration: Goals and Associated Action Steps.

Scope and Capacity of Regional Workforce Development and Training Activities: The eight local WDB’s within the region all operate high-functioning workforce development systems that comply with and fulfill the objectives of WIOA. These systems include a regional network of American Job Centers of California (AJCCs) and youth/young adult programs, some of which are linked directly to AJCCs, while others are stationed in other locations throughout the community. For many job seekers, these centers provide access to occupational, foundational, employment readiness and remedial skills training offered by a wide variety of providers, including the following.

Community Colleges: There are 14 community colleges in and around the SJVAC RPU, which, to varying degrees, are key contributors to training Central Valley residents in skills for in-demand jobs in target sectors. Coordination between the local WDBs and the community colleges is facilitated and made more effective by the Central Valley/Mother Lode Regional Consortium (CRC), which represents community college’s career and technical

education faculty, staff and programs in the region. The CRC supports regional economic growth by facilitating development and expansion of college training and educational programs to meet the needs of regional businesses and industries. Working with the CRC are the region's Deputy Sector Navigators (DSNs), which serve as liaisons between local colleges and business. Within the region, DSNs represent the following sectors/areas of focus: Advanced Manufacturing; Health Workforce Initiative; Agriculture, Water and Environmental Technologies; Global Trade & Logistics; ICT/Digital Media; Retail, Hospitality, Tourism; and Small Business. The efforts of the DSNs, combined with those of deans and faculty, have resulted in the updating of courses reflecting the major demand industries in the Central Valley. Community colleges also provide foundational skills training in language and mathematics.

Adult Education: Adult education programs tied to local school systems provide training in a number of areas, both academic and vocational. For students with barriers to employment, learning deficits and lack of a high school diploma, adult schools throughout the region are a critical resource. Adult Basic Education (ABE), which promotes development of literacy and numeracy skills required in the workplace, English-as-a-second language (ESL) and high school completion and equivalency programs are offered by the system. In addition, various adult schools offer career training, much of which is closely aligned to target industries and demand jobs, including welding, construction skills, entry-level healthcare occupations, warehousing, food service and culinary occupations.

Private Vocational Training: According to the State Bureau for Private Postsecondary Education, there are more than 150 approved private training institutions in the San Joaquin Valley. While some institutions in this category have come under scrutiny within the last several years around fee structures and student outcomes, several private postsecondary schools in the Central Valley have proven track records in training job seekers for in-demand entry-level jobs, such as truck driver, medical assistant and technicians for various industries. These schools continue to occupy an important niche within the training community, as, based on their small size and flexible structures, they are often able to train students quickly and place completers into jobs with local businesses.

Others: Other providers also comprise an important, albeit smaller, portion of the training community. These include

- 4-Year Institutions: The Central Valley is home to the University of California, Merced, along with three campuses of the California State University system: Bakersfield, Fresno and Stanislaus. In addition, several notable private universities, such as University of the Pacific, are located in the RPU. While these institutions are well known for awarding baccalaureate and advanced degrees, many of which are required for employment in the region's key sectors, increasingly their "extended education" divisions are providing training and producing certificates that respond to industry demands for particular skills.
- Organized Labor: Unions representing the skilled trades offer a number of pre-apprenticeship and apprenticeship programs that can lead to employment with good wages and benefits.
- Constituent-Focused Training: Programs offered by organizations serving specialized target groups (including WIOA Section 166 and 167 programs serving farmworkers and Native Americans) offer a wide range of vocational programs for jobs ranging from solar panel installation to truck driving, welding and more.
- Community-Based Organizations: An extensive number of community-based agencies provide training and services to support employment. Many such organizations provide "essential skills" training, which emphasize work readiness, along with information on the behaviors, attitudes and work maturity expected by business.
- Private Industry: Business itself is a major trainer of workers, mostly using its own resources. Increasingly, workforce development, education and economic development are developing new partnerships with private businesses to make training more responsive to the specialized skill needs of industries and companies. Initiatives include providing financial support for work-based learning and designing customized training programs on behalf of specific businesses.

Addressing the Needs of Limited English Proficient Individuals: With the eight largest counties in the RPU all reporting a workforce that is at least 15 percent limited English proficient and 19% of workers throughout the region self-identifying as speaking English less than "very well," there is a clear need to provide services to assist these

individuals in increasing their prospects for success in the labor market. Stakeholders representing all workforce-related disciplines and every sub-region of the RPU shared insights on the need for services, where they are available and how service delivery can be improved to increase the work readiness of English language learners. With regard to need, while everyone agreed that it exists, the level of need for English language skills was a subject of some debate. After decades of immigration from Mexico and other parts of Latin America, Spanish has become the unofficial second language of the Central Valley. As such, workers can live their daily lives communicating in Spanish and are able to secure jobs where only the most minimal English skills are required. Although jobs requiring little or no English are generally low-paying, some stakeholders indicate that it is often difficult to persuade adult workers of the benefits of studying English to improve career opportunities and increase their earning potential.

ESL training is available through a range of providers and programs. In rural communities, WIOA Section 167 grantees and their partners play a significant role in delivering English skills training through the National Farmworker Jobs Program. Providers for the region include Proteus, Central Valley Opportunity Center and Employers' Training Resource, which offer some vocational services in tandem with ESL. By far, the region's largest provider of ESL training is public education, with the Adult Education system at the forefront. Under the leadership of the AEBG consortia throughout the Central Valley and up and down the state, a number of unique practices have been developed by adult schools and community colleges that hold promise for increasing the English language fluency of workers in the region. Among these are: strategies that bring ESL into rural communities, sometimes on a non-credit basis, to make training more accessible; offering training during school hours and in the evening to parents of English language learners and immigrant students; and contextualizing ESL through a co-instruction process, where language teachers and vocational instructors split teaching time and provide English language training in a work-related context.

Improving the capacity and results of the workforce system to build English skills for those with limited fluency is a priority of the regional partners. To this end, workforce and education leadership will convene a workgroup to develop strategies around the following challenges and issues:

- Communicating the value of English language skills acquisition in terms of employment opportunities
- Making services accessible in terms of location, schedule and instructional methods
- Broadcasting the availability of programs and services
- Linking language skills to work requirements
- Offering various on-ramps to beginning, intermediate and advanced English skills training

C.	Regional Sector Pathways
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Associated goals and action steps are summarized within section L of the Plan.

The SJVAC RPU partners understand and believe in the value of regional sector pathway programs to transform the workforce system into one that is uniquely focused on meeting the skills needs of business, while at the same time preparing new and incumbent workers to gain the skills for in-demand jobs. Over the last several years, at the local level, the WDBs have indeed been focused on target sectors in their areas and a number of sector strategies and initiatives have taken shape. Some of these involve support for hiring, some for training and some for both. A number of projects have included economic development and/or the community colleges in the process of designing and delivering services. Some have not. Simply put, within any local area, strategies do not necessarily adhere to a particular protocol with regard to identifying need or developing new training responses to that need. Neither is there a standardized process for the partners to come together with industry to assess the need for adjustments to existing programs. From area to local area, processes used for translating the workforce skills needs of industry into career pathways vary. Despite the lack of standard processes within and across local workforce areas, many very promising practices are emerging and industry-responsive services have been and continue to be developed. Some of this work is even being done on a regional level, signaling that the Central Valley is well positioned to develop and implement

regional sector pathway programs as envisioned by the State Plan.

In short, what remains to be done is transforming local and less uniform processes into more easily replicated ones based on best practices for the development of regional sector pathways. The partners will develop protocols for working with business to assess regional industry workforce needs and translate these needs into content for training and services to prepare candidates for jobs. The protocol will include strategies to effectively engage with business, economic development, and education in a regional sector pathway planning and development process. As stated above, the good news is that there are indeed sector-focused career pathway programs in the Central Valley, many of which were driven by specific requests from and input by industry. Some of these have the potential to be scaled up to other areas of the RPU. Again, the only things lacking are standard structures, processes and protocols, so that partners throughout the region can develop sector pathway programs that will be replicable in other locations.

The partners' description of regional sector pathways strategies in response to the planning guidance is largely forward thinking and aspirational, indicating where the system currently is in the process of planning and what plans have been devised thus far. In addition, the following responses highlight a number of local career pathway programs that are well positioned for further development and regional replication.

I. Need for Regional Sector Pathway Programs

For several years the local boards within the region have been intensively involved in the development of programs and strategies to respond to the growing demand from key sectors. In addition, significant regional planning began to coalesce in 2011, when the Office of Community and Economic Development (OCED) at CSU Fresno received an Economic Adjustment grant from the U.S. Department of Commerce's Economic Development Administration to prepare a Central Valley-wide industry cluster analysis and a regional strategy: a Cluster Action Plan to catalyze the growth of priority clusters. The resulting San Joaquin Regional Industry Cluster Analysis and Action (described in Section B) set in motion numerous actions that would give shape to sector strategies throughout the Central Valley.

One important outgrowth of the Action Plan was the establishment of the Regional Industry Clusters Initiative (RICI). The goal of the project is to support improved regional economic performance, sustainability, and shared opportunity for Central Valley residents, businesses and communities. RICI got its official start in February 2013, with team members engaging champions for five identified clusters: agriculture, clean energy, health, manufacturing, and water technology. For each of these clusters, industry partners have been identified and advisory committees have been organized. While RICI has not yet focused on two of the region's priority sectors (construction and transportation/logistics), it has the potential to function as a resource for reaching out to and even convening industry on behalf of the workforce system.

Initiating the Regional Sector Pathway Discussion with Industry and Stakeholders: During the planning process that preceded the development of this Regional Plan, industry was engaged in discussions (principally through the regional forums) of its workforce needs. The dates and times of these sessions are included as attachments to the Regional Plan. However, these sessions did not drill down to the content level in such a way as to render feedback usable for development of sector pathway programs. That will require the more in-depth process described below.

More Intensive Industry-Led Planning on Regional Sector Pathways: As described in Section D, which follows, the partners plan to organize a series of meetings with key industry leaders regarding industry-valued credentials. These same convenings can be used to review existing career pathway programs to determine opportunities to upscale them throughout the region. The RICI committees as well as the local and regional Economic Development organizations may serve as resources for organizing these meetings. Intensive engagement sessions with industry leaders in all six sectors will be used to

- Review credentials in terms of value (described in Section D)

- Discuss industry needs for skills in various classifications, including middle skills jobs and entry-level employment that provides a path to these jobs
- Identify new classifications or skills sets for which training is needed and provide direction on content requirements
- Review new and existing career pathway programs (including the one's under Item III, below), which have been developed throughout the region, and provide input on the relevance of content and what changes are necessary to reflect current skill needs of business
- Determine the frequency with which regional sector pathway program content should be reviewed to ensure it remains relevant

II. How Existing Programs Work to Meet Industry Needs: The aforementioned process for initiating more intensive and on-going industry engagement reflects processes currently being piloted under a state-funded SlingShot initiative serving the entire region. The project is focused on several of the SJVAC priority sectors, including: advanced manufacturing, construction, water technology, industrial agriculture, and transportation/logistics. Partners (including community colleges, campuses of the California State University system, the WDBs, organized labor, and business) are working to streamline training curriculum, while ensuring that it meets the skill requirements of industry. Under the project, SlingShot partners are working on:

- Analyzing existing curriculum through the “eyes of businesses”
- Organizing “stackable” credentials
- Standardizing assessment(s) and training
- Aligning existing training resources to meet industry sector needs.
- Creating new apprenticeships
- Replicating “best practices”

The Community College SlingShot consortium has begun to lay the groundwork to establish policies and practices for Prior Learning Assessments and Competency-Based Education in an effort to expedite the rate at which students complete programs and obtain certificates and/or degrees, and eventually enter into the workforce.

III. Promising Practices within the Region: Demand-driven, career pathway programs have been developed throughout the region. The majority of these operate within one or two workforce areas, with some taking place across large portions of the RPU. While, as indicated, there have been various levels of industry engagement on these programs, all reflect skill needs expressed by business. Under the planned industry engagement protocol, these programs will be presented for further review to determine if they remain up to date and suitable as regional pathway programs.

Advanced Manufacturing: Several Central Valley manufacturers including JBT Food Tech, the Ardagh Group and Constellation Brands requested that an accelerated welding/blue print reading training program be established. The Madera County WDB, in conjunction with the Merced Community College Center, Reedley College and Fresno City College developed an accredited, year-long career pathway program which will complete its first cycle in the summer of 2017. The program includes on site apprenticeships at JBT and Ardagh.

Construction (including Public Infrastructure): In connection with this sector, various career pathway programs have been implemented on a regional basis. These include:

Multicraft Construction Training: Under a grant funded by the California Workforce Investment Board and Central Valley Infrastructure Employment Project (CVIEP), this program was implemented to fill critical workforce skills gaps by creating opportunities for job seekers to earn industry-valued credentials and enter into an apprenticeship or direct employment in the energy efficiency or construction sector. Merced WDB has conducted a total of five multi-craft pre-apprenticeship training modules that have taken place in Modesto: two jointly with the Stanislaus WDB, one in

partnership with the San Joaquin Valley WDB and two independently. Training has also been carried out in other regions of the Central Valley RPU. As candidates graduate, many have been scouted by several solar field businesses; one of which is preparing to construct the largest such field in the Central Valley.

The Pre-Apprenticeship Training Programs in the Crafts Trades is coordinated through the Fresno WDB and extends throughout the Central Valley. The curricula includes a six week program of exposure to the varying Craft Trades, industry-recognized OSHA-10 and First Aid/CPR certification, work maturity skills and physical training. Successful completers are allowed to bypass early screening processes when applying for acceptance into the trade unions.

Building Inspector Technology (BIT): The Deputy County Building Official in the Merced County Public Works Building Division communicated to representatives of the Merced County WDB and Merced College that there is a need for more trained building inspectors. The final result of that initial conversation is a new program to prepare candidates for the State of California Residential Building Code Certification Exam, which enables individuals to qualify for entry-level jobs. A Certified Inspector has opportunities with the local and State government, private consulting firms and business, as well as, real estate firms and can also work in inspection testing labs and as an entry-level Permit Counter Technician and Plan Checker. The median annual wage for construction and building inspectors was \$57,340 in May 2015 and \$27.57 per hour. Employment of construction and building inspectors is projected to grow 8 percent from 2014 to 2024, about as fast as the average for all occupations. (US Bureau of Labor Statistics)

Energy/Green Energy: While high speed rail, solar and wind energy are all hot topics related to energy, the majority of jobs available at present exist within the construction arena. More outreach to and engagement with energy sector leaders will precede planning and development of regional sector pathway programs.

Healthcare: Merced County WDB offers the following examples of demand-driven sector pathway programs:

Health Coaches: Under an Accelerator 2.0 Grant received from the State, more than a year was invested in developing this project. The WDB was approached by the Livingston Community Health Services seeking resources to train Medical Assistants (MAs) to become Health Coaches to respond to emerging needs in the growing health sector. A similar project had taken place in Southern California and successful replication seemed achievable. This training is an excellent example of a “stackable credentials,” building on workers’ knowledge and qualifying them for higher-skilled and higher-paying jobs.

The Merced County Health Coaching and Behavioral Health Career Ladder Project – Medical Assistant to LVN: Under the new Accelerator 4.0 Grant received from the State, this project is a joint effort among the WDB, the Livingston Community Health Services, Merced County Department of Mental Health, and UC-Davis Betty Moore School of Nursing Training. This project aims to create an upward career path for Medical Assistants and also to train LVNs on how to supervise and better incorporate Health Coaches into their teams.

Transportation and Logistics: The San Joaquin County WDB has been at the forefront of developing career pathway programs in the transportation and logistics sector, working closely with large businesses in the county. Existing programs include:

Caterpillar Maintenance Mechanic Program at San Joaquin Delta College: The Caterpillar Maintenance Mechanic Program at San Joaquin Delta College is a public/private regional collaborative training program. Training is provided at San Joaquin Delta College and students are referred by employers throughout the Central Valley. These employers provide the operating vehicles to facilitate the training and the hands-on experience. Additionally, students go through an apprenticeship program, spending time both in the field and in the classroom.

Electric Vehicle Repair and Maintenance - Regional Transportation Center: This program has been developed through a partnership among the San Joaquin Regional Transit District, San Joaquin Delta College, the San Joaquin

County WDB and the State Department of Industrial Relations. The Regional Transportation Center will soon become an on-site training facility. San Joaquin Delta College will be conducting the training at the Regional Transportation Center using the state-of-the-art equipment, tools and hybrid and electric vehicles. The site will be a centralized training hub for Northern Transportation Districts and organizations that will refer students and participate in an apprenticeship program currently under development by the State Department of Industrial Relations. The Regional Transportation Center will refer its own job candidates and employees for training. San Joaquin Delta College, the WDB, various transit facilities from the Central Valley and the Bay Area will also refer students.

Support for Existing and Planned Sector Pathway Programs: While the structured regional industry engagement process described above is in its early stages, much work is currently being done by local WDBs and sub-regional groups made up of the WDBs, the community colleges, business, economic development and other partners. This includes activity on the regional SlingShot program.

D. Industry-Valued Credentials

The regional planning guidance requests information about the status of industry-valued and recognized credentials, along with a description of the processes that were used by industry to determine their value. This topic is at the forefront of the Central Valley's regional workforce planning discussions. Industry is being engaged by system partners around this issue, business has begun to provide input and, based on what has been expressed to date, content of various programs and courses is being examined. However, as is the case with regional sector pathway program themselves, the process for industry's leading discussions about credentials has not been standardized in terms of protocol, including processes for review, ranking and results. And, like processes for developing pathway programs, current processes for determining credentials' value vary from one place to the next and based on who is convening business and stakeholders around the discussion.

The importance of determining industry-valued and recognized credentials has become understood by many business and industry leaders and system stakeholders. Discussions on this topic have begun and the issue has been a central topic during the process leading to the development of the Regional Plan. Still, much work remains. While credentials are being earned and individuals with these credentials are being hired in the fields for which they trained, the value of credentials in decisions to hire is not abundantly clear. The information that follows describes how the regional partners are coalescing around this topic, what information from industry and stakeholders has been gathered to date, what plans have been developed for moving forward on determining credentials' value and keeping them current and ensuring their attainment for career candidates and incumbent workers. This is, without doubt, the most aspirational component of the Regional Plan, but one to which the stakeholders are deeply committed.

I. Putting Credentials into Context: As the planning process was initiated, the consultants, local boards and partners relied extensively on the State Plan and state-issued planning guidance to shape the information gathering process. Given the importance being place on industry-valued and recognized credentials, it was decided that the issue would be included as a topic for the regional planning forums, as well as one for individual discussion with businesses. The information that follows summarizes initial discussions.

Initiating the Credential Discussion with Industry and Stakeholders: Three forums were held on this topic: in Madera, Modesto and Visalia. The sessions were attended by representatives of business (including those representing target industries), economic development, chambers of commerce and individuals from system partners (e.g. education, workforce development) that deal directly with business. The purpose of these sessions was to gather information on industry-valued credentials that currently exist, with the goal of using information as a starting point for subsequent industry-led discussions on how to establish credentials where industry insight is "baked" into the process. While the consultants served as facilitators, every attempt was made for business representatives to lead the discussions. The sessions were enlightening and highlighted the substantial work ahead with regard to the need for deep industry engagement on training content and the basis for awarding credentials. Key input included:

- Credentials are essential for some jobs. In some cases, industry not only values and recognizes credentials, it absolutely requires it. Barbers must be licensed. Truck drivers must be licensed. RNs must have an Associate's Degree or higher and pass the state registry exam. In fact, business leaders and others identified many occupations (including many "professional" jobs) that require a specific degree, license or certification.
- Credentials are optional in many cases: For other jobs, many indicated that certificates may be required, but they were not universally valued due to inconsistency in performance among workers who held them. Stakeholders commented that inconsistent course content, instructor knowledge and other factors deflate the value of certificates for some businesses. Many agreed that a certificate does not universally equate to skills and competency and that many skilled and competent workers and job candidates do not have certificates.

More Intensive Industry-Led Planning on Post-Secondary Credentials is Needed: The foregoing observations made clear the need for the regional partners (particularly workforce, education and economic development) to implement a structured process for engagement with business on credentialing, which will also serve as a means to discuss key content issues for regional sector pathway programs. The local WDBs will:

- Convene an industry steering committee for each of the region's six target sectors to discuss work-related credentials. The committees will include a diverse cross section of businesses in terms of company size, location in the region and niches within the industry. Committees may meet on multiple occasions.
- The committees will:
 - ✓ Review and recommend metrics for determining the value of credentials.
 - ✓ Review existing credentials awarded in the region that pertain to their sector and determine their value
 - ✓ Identify credentials that would be desirable for the industry
 - ✓ Develop a process for re-confirming the value of credentials over time
 - ✓ Provide recommendations on course content for regional sector pathway programs and other training that will produce the credentials.

These are enumerated as Regional Plan goals under Section L. Updates to the Regional Plan will include information on industry-valued credentials that result from this engagement process.

II. Existing Industry-Valued and Recognized Postsecondary Credentials and Maintaining their Relevance for Businesses in Key Sectors: As indicated, the partners have not reached a point in the planning process where any specific credential is being officially deemed "industry-valued and recognized." Presumably, required licenses and degrees will make their way onto this list, but the partners will complete the planned industry engagement meetings described above prior to identifying the list of credentials.

III. Determining the Value of Credentials to Industry: The process that will be used to determine the value that industry places on credentials is described, under Item I, above.

IV. Principal Providers of Credentials with the Region: Section B, Item IV of this Regional Plan provides a description of the principal providers of training and education programs throughout the SJVAC RPU. Given the focus of the Regional Plan on middle-skill jobs (and entry-level employment with a path to middle-skill jobs), the community colleges and adult schools will likely be the providers of training for most credentials. Again, this cannot be definitively stated until the industry engagement on valued credentials is completed.

V. Identifying, Recording and Tracking Credential Attainment within the Region: Because the goal of producing the region's share of the State target of a million industry-recognized credentials over the next ten years applies to the entire system (community colleges, adult schools, 4-year institutions, registered apprenticeships, etc.) and not just the WDBs, the stakeholders will form a workgroup to address the apportionment of goals among local areas and, within each area, the various partners. The stakeholders may look to the California Partnership for the San Joaquin Valley to reinstate its Higher Education and Workforce Development Work Group to convene discussions around both goals for credentials and the development of a process to track their attainment.

Given the population of the region relative to the state as a whole, it is anticipated that the RPU would be responsible for ten percent of the state goal or 100,000 credentials.

E. Workforce System Accessibility and Inclusiveness

This portion of the plan addresses system accessibility and inclusiveness on two levels. The first concerns the approach used to ensure that a wide range of viewpoints were expressed during the planning process, where the second level describes various ways in which the workforce system makes services accessible to all job seekers, including those with barriers to employment. As with nearly all other features of the plan, information provided represents past accomplishments, the current status of the system and plans for moving forward. Where specific aspirations are described, corresponding statements are found in Section L, which summarizes regional goals.

I. Stakeholder Input on Regional Planning: All stakeholders were invited to and included in planning forums held across the RPU to discuss workforce issues. As described in Section A, individual meetings were also held with representatives of a number of mandatory partners, such as the community colleges, economic development and DOR. The 16 planning forums that were held became a centerpiece of the planning process and intelligence gathering about where opportunities for improvements exist, including increasing system accessibility for individuals with limited English proficiency, the re-entry population, persons with disabilities and others from high need and historically disadvantaged communities. The forums are described in detail below.

Outreach to Stakeholders Representing Target Groups: The planning process has been inclusive by design, with all points of view, experiences and priorities valued and taken into consideration. The eight WDBs reached out (largely through email notices) to community organizations representing target populations. Examples of stakeholders representing the interests of key populations include: Proteus on behalf of farmworkers; Friends Outside for returning offenders; and the Fresno Bridge Academy for disconnected youth. Attachment 8 is a list of all organizations invited to participate in the forums and Attachment 9 indicates all of the individuals who attended.

Insights on System Accessibility: Across the various stakeholder gatherings, many issues were raised and opinions expressed. An unexpected outcome of these sessions was a series of common themes that developed, despite differences in location and composition of participants. Even more interesting is the fact that many of the themes directly reflect or touch upon the needs of those with employment barriers. Themes include:

- The need for English language skills training. While, as noted, opinions varied about levels of need and best training methods, there was widespread agreement about the effects of English fluency on earning potential.
- The value of work experience, internships, job shadowing and other forms of work-based learning for all job seekers, but, particularly, for individuals lacking work history. According to stakeholders, exposure to work not only helps to inform job and career decisions, but has a significant impact on the confidence and performance of individuals in post-training employment.
- Begin career education and exploration early. In fact, according to those working most closely with disadvantaged communities, start it very early. In communities historically disconnected from the labor market, children with insufficient exposure to and understanding of jobs, become adults with the same lack of familiarity. Information about jobs, careers, and key sectors should be contextualized within every aspect of K-12 learning.
- Treat digital literacy as a foundational skill for employment on par with numeracy and literacy.
- Deepen the workforce systems' relationships with CBOs not only as on-ramps, but as partners in removing barriers to employment.

Each of the foregoing approaches is woven into one or more of the goals and action steps that conclude the Regional Plan.

System Stakeholder Forums: Over a six-week period in November and December 2016, a total of 16 forums were conducted, with nearly 400 stakeholders (representing a wide cross-section of partners from business, education, economic development, organized labor, community-based agencies and the workforce system) participating and sharing their knowledge, experiences and opinions. Each forum covered one or more of seven topics addressing critical elements covered by the regional workforce plan: 1) the focus upon priority sectors and career pathways and fostering demand-driven skills attainment; 2) creating opportunities for upward mobility; 3) aligning, coordinating, and integrating programs and services; 4) promoting workers' attainment of industry-valued and recognized post-secondary credentials; 5) focus on quality jobs; 6) leveraging community resources; and 7) system accessibility and inclusiveness.

The forums generally lasted 2 hours and provided participating stakeholders with a brief overview of the regional planning process and background on the session's topic. The consultants acted as facilitators and posed 3 to 5 broad questions to the participants, facilitating discussions to solicit input to inform regional planning efforts. Each of the local boards hosted one or more forums, as outlined in Attachment 7.

The forums were structured around the following five topics:

Sectors and Career Pathways: Participants were introduced to the definition of career pathways as a combination of education, training and other employment-supporting services. Questions posed to individuals attending the forums included:

- What are the “hard-to-fill” jobs and occupations in demand sectors?
- Where are the skill gaps?
- What career pathways exist to help workers enter and succeed in these jobs and occupations?
- What can we do as a community to improve career pathway opportunities?

Pathways to the Middle Class: The facilitators started off these sessions by introducing stakeholders to a key objective of the State Plan - enabling upward mobility for all Californians, including populations with barriers to employment. The emphasis that the State Plan places on job quality was also discussed. Those attending the forums provided responses to these questions:

- What is a “mid-level” or “middle class” job in our community?
- Which “mid-level” jobs are hard to fill due to local skills shortages?
- What skills and prior experience do these jobs require?
- What is the career pathway to land and succeed in these jobs?
- What can we do as a community to see that local people who have major barriers to employment can get on and succeed in these career pathways?

Aligning and Leveraging Workforce and Education Resources: The focus of these forums was on the full range of workforce and training resources, with training being defined in the broadest terms to cover foundational skills, academic skills, job skills (hard skills) and essential skills (work readiness and work maturity skills). Participants shared their thoughts on:

- What education, training and workforce resources does our community currently have?
- Do these resources provide trainees the skills needed for in-demand jobs in key sectors?
- How can we improve the ways in which these educational and workforce resources are used to help all jobseekers (including youth and those with barriers to employment) succeed in the identified, highest priority career pathways?
- How can we ensure that youth and job seekers with serious barriers to employment have access to and succeed on these career pathways?

Industry-Valued Credentials: Building upon the proposition that only industry can determine what credentials it values, the facilitators described content from the State Plan concerning the attainment of credentials by those participating in regional sector pathway programs. Stakeholders provided their responses to several questions including:

- What credentials are currently available that fit the critical career pathways?
 - Do these credentials meet business/industry expectations? How could they be improved?
 - Are methods to get these credentials reasonably accessible to potential members of our workforce with significant barriers to employment? English Language Learners? People with minimum wage jobs? Others?
- How can we improve access to credentials along career pathways?

System Accessibility: For context, sessions on this topic opened with a discussion of populations likely to face one or more barriers to employment and with description of various services they most often need to prepare for work. Stakeholders were asked to consider the following in terms of building a more accessible, inclusive and responsive workforce system throughout the Central Valley:

- Are basic skills training and other pre-vocational services available in sufficient quantity to meet the demands for these services?
- How can workforce and education services be made more accessible to all job seekers?
- What groups are most at risk of being left behind?
- For foreign born individuals and English Language Learners, what workforce and education services are available to address workforce challenges?
- What role do community-based organizations play in providing accessibility to the system?

The forums became a focal point of the regional planning process and a milestone in developing broader and more inclusive regional partnerships. They yielded substantive input both from individuals and organizations that are integral to the daily operations of the system and from those who have little familiarity with it. While commentary expectedly varied from session to session, common themes emerged across the region. Several of these are summarized under Item I, above.

II. Adult Education Block Grant (“AEBG”) Consortia in the SJVAC RPU: There are eight AEBG consortia, representing 81 distinct education agencies, linked to the SJVAC RPU. Some of the districts and institutions within these consortia lie outside the RPU, their boundaries stretching into adjacent workforce regions. The consortia aligned to the regions are: Delta Sierra Regional Alliance, Gateway Adult Education Network, Kern AEBG Consortium, Sequoias Adult Education Consortium, State Center Adult Education Consortium, West Hills College Consortium, West Kern Consortium, and Yosemite (Stanislaus Mother Lode) Consortium.

Participation of AEBG Leadership and Representatives: Leadership from six of the AEBG consortia participated in one or more of the regional planning forums. For the two consortia whose leaders did not attend, member institutions sent representatives. The consultants met one on one with Executive Directors of two consortia: Sequoias Adult Education Consortium and State Center Adult Education Consortium. Input from AEBG representatives was extremely valuable, especially with regard to the capacity of the adult education system to provide vital training for English language learners and job seekers needing basic skills remediation or support to earn a high school diploma or equivalency. Participation of consortia representatives also shed light on the substantial capacity of some adult education programs to provide skills training for high-demand sectors including construction, healthcare and manufacturing.

Review of Consortia Plans: Among the eight consortia, planning documents are voluminous. The SJVAC’s regional planning consultants have reviewed some of the consortia plans (which include AB 86 Plans, Consortium 3-Year Plans and Annual Plans) and have reported that there is significant alignment with the Regional Workforce in terms of priorities, such as the need for resources and effective strategies for ESL and basic skills instruction. As described

in Section J, Exhibit 2 of this Regional Plan includes a list of links to the web page where the plans for all eight consortia can be found.

III. Need for and Availability of Basic Skills Education: Information on the need for basic skills education services is principally available from two sources: demographic data and system stakeholders, including educators and those representing public agencies and community programs that work most closely with individuals needing basic skills training. Data available for the SJVAC RPU indicates that nearly one in five Central Valley residents speaks English “less than very well.” In addition, the US Census Bureau’s American Community Survey data for 2010 – 2014 indicates that 12.8% of the adult population has less than a 9th grade education with an additional 10.6% that have an education levels between 9th and 12th grade, but no diploma. Together these numbers suggest that there is substantial need for services. Those in the field provided mixed input. According to many, structural capacity exists among the network of providers to deliver all the basic education services needed, but financial resources were too few to meet a 100% of the need. Still others reported that some education programs had to publicize their programs to get enough student participation to spend their allocations. While no one would estimate the number of individuals receiving basic skills services in the region (due largely to definition issues), information suggests that programs in some communities have developed very strong reputations and are, therefore, able to attract learners to the basic skills training they need to participate effectively in career pathway training and in the workplace. The partners need to further examine this issue to determine what regional strategies could be developed to ensure programs and resources are aligned with need.

Demography and Languages Spoken in the RPU: The Central Valley is home to a variety of ethnic groups. Non-Hispanic whites accounted for just over half of the valley’s population, and Latinos were the largest minority group. With regard to languages spoken in the Central Valley, although Spanish is the most common language after English, the Central Valley is host to dozens of languages such as Hmong, Romanian, Farsi and Punjabi.

IV. Contextualizing Basic Skills into Regional Sector Pathway Strategies: As indicated earlier, a number of models exist for building basic skills into vocational training programs, and some work-based learning models. One such strategy is Integrated Basic Education and Skills Training (I-BEST), which pairs Adult Basic Education and/or English Language Acquisition instructors with professional-technical instructors in the classroom to provide students with literacy education and workforce skills at the same time. I-BEST challenges the traditional notion that students must first complete all levels of basic education before they can begin workforce training. As new career pathway programs are developed and existing ones are assessed for improvement, the partners will evaluate options to effectively integrate basic skills training into pathway programs.

Strategies to Address Limited English Proficiency (LEP): In the same way that basic skills can be integrated into sector pathway programs, so can English language skills training. A September 2014 Brookings Institution report examined the effect of being non-English speaking on Central Valley residents and offered a number of suggestions for addressing a lack of English fluency. According to the report’s author, English proficiency is the most essential means of opening doors to economic opportunity for immigrant workers. The report’s recommendations for reducing limited English proficiency include:

- Employer-initiated English education programs, particularly in industries such as agriculture, accommodations and food service, and manufacturing, where the percentage of LEP workers is highest.
- Targeting outreach based on the LEP population size, growth and period of arrival, as well as knowledge of languages spoken.
- Instructional innovation enabling LEP adults to access educational tools online and by mobile device.
- The most effective classes and programs combine English education with community integration and vocational training.

In working to develop and expand sector pathway programs, the partners will work to identify strategies and opportunities to test their effectiveness. As discussed, stakeholders participating in the planning process remarked

repeatedly on difficulties in recruiting many LEP individuals to English skills training. By implementing more accessible methods of training delivery, some of these obstacles can likely be overcome.

V. Streamlining Access to Foundational Skills: Making basic and foundational skills training easily accessible is a system priority in the San Joaquin Valley. Opportunity abounds and businesses, especially those in high growth sectors, are looking for employees ready to take on the challenges of the workplace. To meet such challenges, workers must have basic reading/communications, math and digital literacy skills. The local boards in the SJVAC RPU will develop a regional protocol to ensure expediency in making basic skills training referrals for those needing these services to accelerate their participation in vocational skills and work readiness training.

Intake and Assessment Process: WIOA is uniquely prescriptive concerning intake and assessment. Programs and funding streams governing system partner programs are much less so. The partners are committed to minimizing and, where possible, completely removing barriers to participation. The Central Valley WDBs will work with partners to identify and adopt strategies to promote rapid access to services for all job seekers, particularly those with barriers to employment.

VI. Ensuring System Accessibility for People with Disabilities: All major system partners providing training (local WDBs, the community colleges, AEBG institutions, etc.) are subject to federal requirements under the American's with Disabilities Act (ADA) and provisions of the California Civil code ensuring access for persons with disabilities. All surveyed reported no compliance issues with physical accessibility. Each of the eight local boards is required by WIOA to form a "disability accessibility" workgroup or committee. These workgroups will share concerns, "best practices" and solutions across the RPU.

Access to Training and Regional Sector Pathway Programs: Program accessibility is governed by many of the same statutes protecting physical accessibility. However, the partners are committed to more than access. The goal is inclusiveness. WIOA defines career pathways to include counseling to support an individual in achieving his/her education and career goals and indicates that such programs should organize education, training and other services to meet the particular needs of the individual. Under the Regional Plan, this definition will serve the partners well to ensure that persons with disabilities have access to services, that partners will seek to expand programs and strategies such as the use of Disability Resource Coordinators (DRC) who coordinate training and education for staff, organize and facilitate collaborations with local, state, and federal agencies, as well as non-local areas and organizations. The DRC develops strategies to create systemic change to improve employment outcomes for people with disabilities. They are currently in place in Madera and Merced counties.

VII. Promoting Regional Sector Pathway Participation among CalWORKS Participants: Each of the local boards works closely with its corresponding county welfare agency(cies). CalWORKS participants are indeed an appropriate target group for regional sector pathway programs. As discussed throughout Section B, which describes both the regional economy and key characteristics of the labor force, the region's growth sectors need talent! No worker is disposable. CalWORKS participants are, almost by definition, reliable. They are parents, which suggests that many are accustomed to managing multiple priorities, operating with limited resources, and making quick decisions – all traits used every day in the workplace and coveted by employers. CalWORKS participants also typically lack extensive resumes. Therefore, they need to bring especially strong workforce preparation to the table in order to compete successfully for jobs. Regionally, the boards will develop and deploy uniform recruitment messaging to broadcast to county welfare agencies to promote the benefits of CalWORKS participants enrolling in sector pathway training. As applicable, local workforce boards will "flag" case files for these participants as being likely to benefit from assistance by a workforce system navigator (see Item IX, below).

VIII. Regional Collaboration to Ensure Support for System Customers: The regional partners are committed to ensuring that a full range of services are available to support every trainee's/participant's completion of his/her services plan, including regional sector pathway programs. In a geographic area as large as the San Joaquin Valley, support services are likely to be managed and delivered by local providers. But across the region, the partners can

agree to a protocol under which comprehensive support is provided to participants enrolled in sector pathway programs. The need for services is typically identified following assessment, when a service plan is developed. At this time, resources are identified to address comprehensive need, including significant barriers to employment. The partners have no expectation that all job seekers will progress at the same pace through services. Some, for instance, will need assistance with basic education services prior to training and others may require the use of assistive technology throughout participation. Under WIOA, participants enrolled in training are assigned a case manager to monitor their progress toward completion of services and to intervene with additional support as obstacles arise.

IX. Incorporating Community-Based Organizations into the Network of Regional Workforce System

Providers: One of the major themes arising during over 30 hours of intensive engagement with nearly 400 stakeholders throughout the Central Valley was the belief that community-based organizations need to play a greater role in the overall workforce system. Several stakeholders have commented on the importance of CBOs to the communities they serve and have highlighted the fact that most community-based agencies were established to address unmet needs. Based on stakeholder input during the planning process, the RPU partners will explore opportunities to better integrate local and regional non-profits into the workforce development system. These opportunities may include:

- Expanding the role of CBOs as on-ramps to the workforce system by enabling individuals to access a full range of workforce information at their sites
- Holding orientations to workforce system services at CBO facilities
- Bringing classes (basic skills, ESL, employment readiness, etc.) to community locations
- Utilizing CBO representatives as workforce system navigators for the populations they represent

X. Creating Pathways to the Middle Class: The system is made up of partner organizations that provide services to respond to a wide range of needs, including basic skills education, demand-driven skills training, support services, referrals to jobs and much more. Most individuals seeking career preparation and employment assistance come to the system for one or more particular services that culminate in the best job opportunity that their new skills and work history can leverage. For some, this will be a middle skill job paying family supporting wages. For many more, including those who are entering the job market for the first time, it will be an entry-level job that will serve as a stepping stone to better opportunities that will become available with experience and the acquisition of more advanced skills. Job seekers will disengage with training programs to concentrate more on gaining or maintaining employment to fulfill short term economic needs. Many people will carry more than one part time job to fulfill basic needs.

While a particular service may have a beginning and an end date, the availability of the system to those who need it is constant. The system's best tool for ensuring that individuals remain connected to the system as they progress from entry-level jobs to better jobs is to heavily promote the multiple on-and-off ramps to additional training and services. Some individuals will enter and exit services many times. The workforce system cannot expect to retain individuals in programs once they secure a job, but can work to ensure that participants are aware of services that are available to support their progress toward higher wages and career goals. A goal of this Regional Plan is for the system partners to develop a protocol for promoting career pathway opportunities for upskilling and stackable credentials.

F. Regional Focus on Job Quality

Job quality and quality jobs have dominated several discussions during the regional planning process. Of interest has been the universal decision by stakeholders not to define quality jobs more precisely than the State Plan and regional planning guidance. Based on California statute, this "definition" advises the workforce system to emphasize "placement in a job providing economic security or job placement in an entry-level job that has a well-articulated

career pathway or career ladder to providing economic security.” As described below, the partners embraced this notion and recognized that starter jobs must represent a means to an end rather than a dead end. The strategy of the RPU’s workforce system with respect to job quality is directly connected to the region’s emphasis on high-demand sectors. These sectors have not only the greatest likelihood of offering career advancement leading to higher wages, companies in these sectors have the capability to grow and expand, enabling them to use revenues, in part, to offer good wages and benefits to employees. Following is a discussion of entry-level and middle skill wages associated with jobs in priority sectors, along with plans to target business where quality jobs are available. In addition, the regional partners have identified incumbent worker training strategies with great potential to be replicated throughout the SJVAC RPU, likely in partnership with the community colleges.

I. Employment and Earnings Potential Associated with Target Sectors and Regional Sector Pathways: As discussed in Section C of this plan, the partners have begun a process to work with system stakeholders on the development of career pathway programs that will be implemented regionally. Within the next two years, partners expect to have one or more demand-driven sector pathway programs designed for each of the region’s six target sectors. Some of these regional sector programs will be based on existing efforts, both regional and locally, such as advanced manufacturing training that is currently under design as part of the SlingShot initiative and the multi-craft core curriculum and pre-apprenticeship training currently in use within several local areas. Other regional sector pathway programs will be those for which planning is only conceptual at this point. Nevertheless, given industry input to date, the partners anticipate implementing training programs that will prepare completers for employment in a variety of entry-level and middle skill jobs including the following.

Earning for Occupations Directly Related to Regional Sector Pathway Programs

Advanced Manufacturing		
Entry Level Occupations		
Job Title	Employed in 2016	Median Wage
Team Assemblers	2,614	\$ 13.07
Welders, Cutters, Solderers, and Brazers	2,078	\$ 21.33
Middle Skill Occupations		
Job Title	Employed in 2016	Median Wage
Electrical and Electronics Engineering Technicians	220	\$ 37.74
Bookkeeping, Accounting, and Auditing Clerks	503	\$ 17.90
Agriculture (particularly, Value-Added Agriculture)		
Entry Level Occupations		
Job Title	Employed in 2016	Median Wage
Packaging and Filling Machine Operators and Tenders	6,495	\$ 13.63
Farmworkers, Farm, Ranch, and Agricultural Animals	5,087	\$ 12.88
Middle Skill Occupations		
Job Title	Employed in 2016	Median Wage
Agricultural and Food Science Technicians	719	\$ 17.33
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	71	\$ 21.54
Construction (including Public Infrastructure)		
Entry Level Occupations		
Job Title	Employed in 2016	Median Wage

Construction Laborers	6,702	\$ 16.39
Carpenters	4,698	\$ 21.35
Middle Skill Occupations		
Job Title	Employed in 2016	Median Wage
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,719	\$ 21.54
Telecommunications Equipment Installers and Repairers, Except Line Installers	387	\$ 25.78
Healthcare		
Entry Level Occupations		
Job Title	Employed in 2016	Median Wage
Medical Secretaries	5,512	\$ 15.81
Office Clerks, General	5,121	\$ 14.52
Middle Skill Occupations		
Job Title	Employed in 2016	Median Wage
Nursing Assistants	10,291	\$ 12.75
Licensed Practical and Licensed Vocational Nurses	5,134	\$ 24.48
Transportation and Logistics		
Entry Level Occupations		
Job Title	Employed in 2016	Median Wage
Laborers and Freight, Stock, and Material Movers, Hand	8,101	\$ 12.35
Industrial Truck and Tractor Operators	3,688	\$ 15.87
Middle Skill Occupations		
Job Title	Employed in 2016	Median Wage
Heavy and Tractor-Trailer Truck Drivers	14,868	\$ 18.85
Aircraft Mechanics and Service Technicians	535	\$ 28.63
Energy (including Green Energy)		
Entry Level Occupations		
Job Title	Employed in 2016	Median Wage
Electrical Power-Line Installers and Repairers	279	\$ 46.34
Control and Valve Installers and Repairers, Except Mechanical Door	225	\$ 22.58
Middle Skill Occupations		
Job Title	Employed in 2016	Median Wage
Wind Turbine Service Technicians	144	\$ 23.44
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	61	\$ 38.73

II. Regional Wages: EDD LMID's September 2016 Labor Market Data Summary does not provide aggregate median wage data for the RPU, but does provide the following "median household income" data for each of the ten associated counties.

Median Household Income by County	Median Household Income
Fresno	\$45,201
Inyo	\$45,625
Kern	\$48,574
Kings	\$47,341
Madera	\$45,490
Merced	\$43,066
Mono	\$61,814
San Joaquin	\$53,253
Stanislaus	\$49,573
Tulare	\$42,863

The data does not indicate the number of wage earners in a given household.

III. Emphasis on Quality Jobs: All boards within the region prioritize training and employment preparation activities leading to jobs in high-growth and other demand industries. This reflects a commitment to quality jobs, as the target industries each boast career paths to well-paid middle skill jobs, which have entry-level employment opportunities that serve as on-ramps. Plans to emphasize quality jobs are described below.

Reaching Regional Consensus on a Quality Jobs Focus: Stakeholders engaged in the planning process, including those representing individuals with barriers to employment, generally agreed with the language of the state statute pertaining to “good jobs.” They did offer a number of suggestions that helped frame the issue toward the development of regional goals. As a baseline, there was broad agreement that jobs into which partners place participants should pay a self-sufficiency wage, even for first time workers. Generally, the job characteristics that stakeholders believe speak to quality are: good wages (family supporting); benefits; flexibility; stability; advancement potential; and fulfillment/likeability. Acknowledging that job quality is not a fixed concept, there was significant agreement that entry-level jobs demonstrate quality when there are discernable next steps for training and skills acquisition that enable workers to move up and earn better wages.

Current Efforts by Local Boards to Focus on Quality Jobs: The system partners, including local WDB’s, community colleges and other workforce and training providers currently have relationships with business (including many large employers and business where workers are represented under collective bargaining agreements) that offer good wages and career opportunities. Jobs with such companies are the most competitive and workers with a combination of the best experience, most training, recognized credentials, and demonstrable skills are those who are hired. Specific actions the partners will take with regard to prioritizing jobs with good wages and benefits and increase opportunities for all job seekers include:

- Providing training that produces workers with high demand skills
- Working with organized labor, industry associations and others to identify companies that pay competitive wages, provide benefits and offer opportunities for career advancement.
- Building relationships with identified companies to promote their understanding of the value of training and credentials that the system’s candidates possess. Also, working with these businesses to understand where entry- level on-ramps exist to position workers for advancement to higher paying jobs.

IV. Incumbent Worker and Career Pathway Strategies: Many of the partners have substantial experience in working with employed individuals to retrain them in new skills or otherwise upgrade their skill sets. Expanded use of these strategies within the region will bolster the system’s ability to move workers from entry positions to middle-skill jobs paying higher wages. Progress in this area and plans to increase incumbent worker training are described below.

Current Regional Initiatives: Several of the local boards are working with incumbent workers on a project-by-project basis. However, Tulare County has implemented an incumbent worker initiative that is gaining momentum and holds promise for creating opportunities for new hires, as current workers upgrade skills and move to higher positions. UpSkill Tulare County builds upon the Aspen Institute's "UpSkill America" vision, encouraging businesses to invest in the existing workforce, which, in turn, is likely to improve internal career ladders and makes career pathways more visible. UpSkill represents a shift from the typical WIOA strategy of trying to fill higher skilled openings ("good jobs") with recently trained unemployed individuals to filling these positions with entry-level workers currently employed by the business. A benefit of this approach, as workers move up, is often the creation of entry-level openings that require little or no training for new workers. UpSkill is gaining traction with Tulare County businesses that have expressed that they prefer to hire from within for skilled positions, as current workers have generally demonstrated their value and are familiar with company culture.

Under the UpSkill initiative, Tulare County is currently focusing on 3 priority sectors: Health Care; Logistics; and Manufacturing. At present, training for incumbent workers is being provided in cohort format by the Training Resource Center at College of the Sequoias and includes: Essential Workplace Skills: First Line Supervisor Training, and Advanced Technical Skills (customized by industry need). Additional training options for incumbent workers, including work-based learning, may soon be offered to broaden the interest of businesses in the UpSkill initiative. Tulare County is using a combination of WIOA Incumbent Worker Training (IWT), ETP, and other specialized funding to pilot the UpSkill initiative.

Expanding Regional Capacity for Incumbent Worker Training: All other local boards have expressed interest in the UpSkill model. Working through the CCWC structure, the boards are committed to developing a protocol for rolling out the initiative throughout the region, and to developing common processes that would enable the initiative to be marketed under a uniform message across the entire Central Valley.

G. Recording and Tracking Training-Related Employment

Within federally-funded workforce development programs, identifying, recording, tracking and reporting of training-related placements has long been a practice at the local level no matter the requirements of U.S. DOL performance measures or statewide reporting systems. Determining whether jobs secured by participants are within the field for which they trained, provides workforce administrators and staff critical information in several areas, including the value of training provided, true labor market demand and the effectiveness of career exploration/preparedness participants received prior to training. It also speaks to return on investment, indicating the relative worth of a particular program in terms of producing job ready candidates. As part of the RPU stakeholder's commitment to a demand-driven training system, the local WDBs will lead a process to examine how training-related employment can be determined for individuals trained by all education and workforce partners, including those not funded by WIOA.

Tracking Training-Related Placement under WIOA: The local boards with the SJVAC RPU currently track and record training-related placements. Within CalJOBS, when an individual enters employment at closure or follow-up, WDBs and their agents are able document employment within the Entered Employment Form. As job information is recorded, the system will confirm if the job is considered "Training Related Employment." This information is based on Occupation Codes.

Working with Stakeholders to Track Training-Related Placement throughout the Region: The State Plan requires regional partners to determine the extent to which individuals receiving sector-focused and demand-driven training are actually securing jobs in fields and sectors directly related to their programs of study. As stated, this is currently being identified and tracked for those receiving training funded by the Workforce Investment and Opportunity Act ("WIOA"). As a goal of this plan, the CCWC, in cooperation with the CPSJV, will convene representatives from training and education providers across the region (including 4-year institutions, community colleges, adult education, private vocational, institutions and others) to discuss options for establishing a

“denominator” of trainees, the basis for determining training-relatedness and methods for tracking and recording training activities and placement outcomes. The CalJOBS system holds promise for scalability and application to this issue and will likely serve as a jumping off point for dialog among the partners.

H. Adherence to Federal Requirements for Regional Planning

The RPU’s Regional Workforce Plan addresses WIOA’s “regional coordination” requirements by adopting the goals of California’s Strategic Workforce Development Plan and via the following approaches:

Development of a Regional Plan: The SJVAC RPU’s Plan complies with WIOA Section 106(c)(2), by describing the partners’ approach to the A-H activities and by incorporating the Local Plans developed by the eight local boards as of the Regional Plan.

Regional Service Strategies: Much of the regional planning process has focused on opportunities for implementing strategies across two or more local areas or throughout the entire region. Various regional strategies and approaches being piloted, in development, or under consideration are discussed throughout this plan. These include options for incumbent worker training, industry engagement, training for English language learners, courses for emerging skill areas and more. Goals pertaining to various regional service strategies are indicated in Section L, below.

Development and Implementation of Sector Initiatives: Sector initiatives are underway at the regional level for manufacturing under the RPU’s SlingShot initiative. Various local construction, manufacturing and healthcare career pathway programs have crossed boundaries and are being scaled up among multiple boards. Local boards have focused training resources nearly exclusively on targeted demand sectors. New levels of collaboration with the community colleges (arising from SlingShot, long-term cooperation on numerous projects, and this planning process) will result in more demand-driven training for the RPU’s six target sectors. The regional goals established in this plan will accelerate development and implementation of regional sector pathway programs and related initiatives.

Collection and Analysis of Regional Labor Market Data: While EDD’s LMID has unrivaled capacity with regard to data about the labor market and the workforce, SJVAC’s regional planning process serves as testimony to the ability of the regional partners to gather intelligence from the field, including information about industries, businesses, and workers and those seeking employment. As a goal of the Plan, we will explore opportunities to share information with LMID, with the hope that such information will help to inform the data collection and analysis it performs on behalf of the Central Valley. In addition, the RPU will request support from LMID with regard to defining the green energy sector.

Administrative Collaboration: At this stage of regional planning, local boards have agreed that opportunities may exist for collaboration on administrative functions, such as monitoring. Further review is planned.

Collaboration on Supportive Services: Given the vastness of the region and the fact that many support services providers (both public and private) are place-based, regional coordination of support activities and services is a daunting task. However, this matter will remain on the “regional radar” and will be included in on discussions among the partners.

Coordination with Regional Economic Development: Locally, the eight WBDs work closely with their economic development counterparts and, through county-level economic development agencies, connect to the California Central Valley Economic Development Corporation, which serves the RPU counties (absent Inyo and Mono). As the California Partnership for the Central Valley has responsibility for the Regional Industry Cluster Action Plan, it is situated as an ideal platform for furthering discussion on regional economic development. As the manager of a countywide Economic Development Corporation; the Kings County WDB Director serves as the local EDC President, and is the conduit for exchange between the regional EDC and the RPU.

Agreement on Performance Measures: The local boards have completed joint negotiations with the State on performance measures.

In addition, as expressed throughout this narrative, the Regional Plan meets State Plan requirements pertaining to the partners' development of regional sector pathways.

I. Regional Agreements Among RPU Partners

For nearly a decade, the boards that comprise the SJVAC have had a memorandum of understanding (MOU) in place that create a framework for collaboration among the local workforce areas and opportunities to coordinate, especially with regard to special projects and initiatives that cross the boundaries that define the local area. This agreement is currently being reviewed and updated, confirming the value that the boards place on cooperation and bringing greater capacity and resources to the region.

Central Valley Workforce Collaborative Regional Agreement: The purpose of the current MOU among the eight San Joaquin Valley WDBs is to maintain cooperative and mutually beneficial relationships. In 2007, an original MOU created the Central California Workforce Collaborative as “a confederation of equals,” that operates under a general working structure, rather than as an entity. Both the current and prior MOUs stress the importance of collaboration with regard to securing regional funding and the leveraging of resources to strengthen the workforce system throughout the Central Valley. The MOU emphasizes the independence of the eight boards and the fact that all parties agree to respect one another’s organizational practices and management structures in the execution of collaborative activities. The agreement empowers the boards to: develop and implement collaborative efforts at a regional level; conduct formal and informal meetings under the CCWC name to discuss best practices; utilize the CCWC name in sponsorship materials for third party organizations; and, project by project, designate local workforce development boards as the “lead agency” for regional initiatives.

Furthermore, the CCWC MOU establishes a format for meetings, which may be held in person, via electronic media or through conference calls, and for keeping minutes of scheduled meetings. Responsibilities for organizing meetings rotate among the boards.

Having the CCWC MOU in place has not only resulted in the award of numerous special grants and cross-county collaborations in the Central Valley, it has provided a huge head start in the regional planning process.

Expansion of Existing MOU: The current CCWC MOU provides clear parameters under which the local boards collaborate, communicate and work in unison on particular projects and activities. As the WDBs and RPU partners work toward the system goals outlined under section L (below), it is possible that adoption of new procedures and strategies across the region, such as consolidating “Eligible Training Provider List” administration or the use of joint incumbent worker training protocols, could result in the development of one or more separate cooperative agreements among the eight boards.

Other Agreements among Local Workforce Development Boards and System Stakeholders: Each of the eight local boards within the RPU maintains various MOUs and agreements between partner organizations, including the one-stop MOUs prescribed by WIOA. As planning for regional coordination and system alignment continues across the Central Valley, the WDBs will consider the value of scaling up local partnership/collaborative agreements across the region. Discussions around such opportunities may be led by CCWC, CPSJV or other system partners that identify prospects for structured agreements to support enhanced regional coordination.

J. Related Plans and Analyses

The following items are included as exhibits to the SJVAC Regional Plan:

Community College Strong Workforce Program Plan for the Central Valley/Mother Lode Region: The Plan, completed on January 17, 2017 is included as Exhibit 1.

Adult Education Block Grant Consortium: The Plans for the eight AEBG consortia are too voluminous to attach to the plan. However, included as Exhibit 2, is a list of links to the web page where AB 86 Plans, Consortium 3-Year Plans and Annual Plans can be located.

K. Attachments

In addition to the above mentioned reports from education partners, the following materials are included as attachments to supplement information provided within the narrative.

I: Principal Resources for Economic Analysis

- a. Regional Economic Sector and Skills Gap Analysis: CCWC Region, Applied Development Economics, Inc. (ADE), October 10, 2016 (Attachment 1)
- b. Supplemental Information and Analysis, ADE Memorandum, December 5, 2016 (Attachment 2)
- c. Regional Planning Unit Summary: San Joaquin Valley and Associated Counties, California Employment Development Department, Labor Market Information Division (EDD LMID), September 1, 2016 – Revised (Attachment 3)
- d. Regional Economic Analysis Profile, EDD LMID, April 2015 (Attachment 4)
- e. Labor Market Overview: Central Valley/Mother Lode Region, California Community Colleges' Center of Excellence Mother Lode Region, May 2016 (Attachment 5)
- f. San Joaquin Valley Regional Industry Cluster Analysis and Action Plan, Applied Development Economics, September 2012 (Attachment 6)

II: Workforce System Stakeholder Forums

- a. List of Forums – Dates, Topics, Locations (Attachment 7)
- b. List of Individuals/Organizations Invited to Forums (Attachment 8)
- c. List of Individuals/Organizations that Attended Forums (Attachment 9)

III. Regional Agreements

Central California Workforce Collaborative Memorandum of Understanding (MOU) (Attachment 10)

L. Regional Collaboration: Goals and Associated Action Steps

Throughout the foregoing narrative, numerous strategies, approaches and processes are described as “aspirational” or are represented as planned or “in progress.” On behalf of the myriad of regional stakeholders that have contributed to the Plan by providing recommendations and sharing both resources and insights, the eight LWDBs comprising the SJVAC RPU have established the following 2017–2020 goals for the regional workforce system.

I. Economic Analysis

- a. Collaborate with EDD LMID to develop a clear industry cluster description for the energy sector, including green energy
- b. Establish a protocol for to share “intelligence” about demand industries and other high growth sectors with EDD LMID for the purpose of data analysis to support regional sector pathway programs.

II. Engagement with Economic Development

- a. Revisit the Regional Industry Cluster Action Plan
- b. Explore opportunities for stronger regional coordination with economic development

III. Regional Sector Pathway Programs

- a. Implement intensive industry engagement processes to: discuss industry needs for skills in various classifications, including middle skills jobs and entry-level employment that provides a path to these jobs; identify new classifications or skills sets for which training is needed and provide direction on content requirements; review new and existing career pathway programs (including the one's under Item III, below), which have been developed throughout the region, and provide input on the relevance of content and what changes are necessary to reflect current skill needs of business; and determine the frequency with which regional sector pathway program content should be reviewed to ensure it remains relevant.
- b. Following intensive engagement processes, update the Regional Plan to include priority regional sector pathway programs.

IV. Industry-Valued Credential Attainment

- a. Implement intensive industry engagement processes to: review and recommend metrics for determining the value of credentials; review existing credentials awarded in the region and determine their value; identify credentials that would be desirable for each target industry; and develop a process for re-confirming the value of credentials.
- b. Following the intensive engagement process, update the Regional Plan to include industry-valued credentials linked to regional sector pathway programs
- c. Credential attainment: Form a workgroup to address the apportionment of goals among local areas and, within each area, the various partners.

V. System Accessibility and Inclusiveness

- a. English language skills training: convene a workgroup to develop strategies around the following challenges and issues: communicating the value of English language skills acquisition in terms of employment opportunities; making services accessible in terms of location, schedule and instructional methods; broadcasting the availability of programs and services; linking language skills to work requirements, and; offering various on-ramps to beginning, intermediate and advanced English skills training.
- b. Develop a regional protocol: Expand use of work experience, internships, job shadowing and other forms of work- based learning.
- c. Develop a regional protocol: Promote early career education and exploration via K-12 system.
- d. Develop a regional protocol: Treat digital literacy as a foundational skill for employment on par with numeracy and literacy.
- e. Survey workforce system partners regarding the availability of resources to support needed levels of basic skills training.
- f. Work with education partners to evaluate options for integrating basic skills training (including ESL) into regional sector pathway programs.
- g. Develop a regional protocol: Ensure expediency on referrals to basic skills training.
- h. Develop a regional protocol: Ensure rapid access to services.
- i. Examine opportunities to enhance the role of CBOs in the workforce development system.

VI. Focus on Job Quality

- a. Provide training that produces workers with high demand skills.
- b. Work with organized labor, industry associations and others to identify companies that pay competitive wages,

- provide benefits and offer opportunities for career advancement.
- c. Build relationships with identified companies to promote their understanding of the value of training and credentials that the system's candidates possess.
- d. Work with these businesses to understand where entry-level on-ramps exist to position workers for advancement to higher paying jobs.
- e. Develop a regional protocol for the roll-out of the UpSkill model throughout the region.

VII. Tracking Training-Related Placements:

Convene representatives from training and education providers across the region (including 4-year institutions, community colleges, adult education, private vocational, institutions and others) to discuss options for establishing a “denominator” of trainees, the basis for determining training-relatedness and methods for tracking and recording training activities and placement outcomes.

VIII. Administrative and Operational Coordination

- a. Hold periodic regional convenings across disciplines, perhaps using a neutral convener.
- b. Explore opportunities for coordination of functions.

IX. Workforce System Development and Collaboration with System Partners:

Work with education partners to identify strategies to improve: capacity to receive on-going input from industry; turn-around time to implement new and updated courses; consistency of training content from institution to institution; collaboration with system stakeholders in engaging industry; and, on-ramps for individuals with barriers to employment.

ATTACHMENT 1

October 10, 2016

Regional Economic Sector and Skills Gap Analysis: CCWC Region

Prepared for:

Workforce Development Board of Madera County

Prepared by:

Applied Development Economics, Inc.

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SUMMARY

Prepared under the auspices of the Central California Workforce Collaborative (CCWC), this report provides trend information and projections for jobs in CCWC region by industry sector, industry clusters, and occupational openings.¹ The analysis also provides a description of key labor force characteristics in the region and discusses the match between education and occupational background for the unemployed and part time workforce in relation to projected job openings.

SUMMARY OF FINDINGS

JOB GROWTH

- The regional unemployment rate has declined to 9.9 percent in 2015, down from the peak of 16.5 percent in 2010, but still well above the low point before the recession of 7.9 percent in 2006.
- Before the recession, total jobs in the region peaked at 1,361,550 in 2007 and did not reach that level again until late 2014. Jobs have grown to 1,405,122 (annual average) in 2015.
- Health Care is projected to see the highest growth in jobs between 2015 and 2025 (49,000 new jobs), followed by Retail (27,400 new jobs) and Food Service (18,000 new jobs).
- The CCWC region is also expected to see relatively strong growth in Education (16,400 new jobs), and Professional, Scientific and Technical services (8,700 new jobs).
- The Logistics sector, including Wholesale, Warehousing and Transportation, are projected to grow by a combined 22,700 new jobs.
- Manufacturing is projected to increase by 7,000 jobs, but this trend masks considerable turbulence within the sector, with some industries growing while others decline. Wineries (NAICS 312230) are projected to grow by 1,400 new jobs and a number of other food processing industries are projected to grow by at least 500 new jobs each, such as roasted nuts and peanut butter (NAICS 311911), poultry processing (NAICS 311615), animal slaughtering (NAICS 311611), and cheese manufacturing (NAICS 311513). At the same time, dried and dehydrated food manufacturing (NAICS 311423) and fruit and vegetable canning (NAICS 311423) are expected to each decline by more than 600 jobs. Breakfast cereal manufacturing (NAICS 311230) and commercial bakeries (NAICS 311812) are expected to decline by approximately 300 jobs each.
- Construction recovered more than 12,800 jobs over the past five years but is projected to continue at less than half that rate of job growth, with 11,200 new jobs created between 2015 and 2025.

¹ For purposes of this report, the CCWC region includes the following counties: San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, Kern, Inyo, and Mono.

- Consistent with the above trends, the Health and Wellness industry cluster is projected to have the highest job growth over the next ten years. The Health and Wellness cluster is projected to add 51,000 jobs by 2025. About 26,700 (52 percent) of the new jobs will occur in the Health Care Delivery sub-cluster. Within this sub-cluster, the number of jobs in hospitals and HMO Centers is projected to increase by 8,500 new jobs. In contrast, services to elderly and disabled persons are projected to increase by 20,800 new jobs.
- The projections of job openings show a concentration in transportation and materials handling (4,900 annual openings), food services and retail (12,600 combined annual openings), office and admin support (5,900 annual openings) and farm occupations (6,300 annual openings).
- For each of the occupational categories, the report also indicates the number of unemployed and part time workers in the region that meet the minimum educational requirements for the projected job openings. These workers may need more specialized training in order to transition into these jobs.

LABOR FORCE CHARACTERISTICS

- The labor force in CCWC region is fairly evenly concentrated among the age groups. Workers in the 16-24 age group are about 16.6 percent of the total while nearly 25 percent are in the 25-34 age group. The prime working age group of 35-54 has 41 percent of the workforce. Workers over 55 constitute about 16.9 percent of the workforce and a number of employers report that impending retirements are a significant issue for them in terms of anticipated openings in the future.
- Non-citizen workers constitute 18.9 percent of the workforce in CCWC region, though the rate varies with age. At 23.7 percent of the prime working age (35 to 54) labor force, non-citizens are more concentrated in this age cohort relative to their overall concentration level.
- Educational attainment in the CCWC region is slightly lower than the statewide averages, with 22 percent of workers 25 years and older not holding a high school diploma or equivalent, compared to 18.5 percent for the state as a whole. Statewide, 38.8 percent have a college degree, compared to 28.5 percent for the CCWC region.
- However, in the San Joaquin Valley there is a stark contrast in the educational attainment levels of the labor force when citizenship status is taken into account. Among US citizens in the CCWC workforce, only 12 percent do not have a high school diploma or GED and 33.7 percent have a college degree. Non-citizens 25 and over exhibit high rates of less than high school attainment level: 62.8 percent of the non-citizens in the labor force have not obtained a high school diploma or a GED.
- This accounts in part for the differences in educational attainment between Latino workers and other workers in the labor force, as the non-citizen group is 87.1 percent Latino. Overall, Latinos have earned high school diplomas and GEDs at rates slightly surpassing Whites and Others, at 25.9 percent versus 24.5 percent (Whites) and 21.7 percent (Others). However, Whites and Others are over two and a half times more likely than Latinos to have earned a

college degree: 14.9 percent of the Latinos in the labor force have earned a college degree versus 39.6 percent for Whites and 40.8 percent for Others.

- Veterans in CCWC region tend to have high levels of overall educational attainment, with 3.5 percent not achieving a high school diploma. Among disabled workers, however, 24.5 percent do not have a high school diploma, compared to 22 percent for the workforce as a whole.

CONCLUSION

At 1.4 percent a year, jobs in CCWC region is expected to grow modestly from now to 2025, although analysts project a number of sectors (Construction, Health, Logistics, Professional, Scientific and Technical Services, Administrative Support, Education, Health Care and Food Services) to exceed this overall annual growth rate. However, qualified workers are in short supply for certain key job categories. Based on the analysis presented in this report and discussions with key employers and workforce training organizations, the following can be identified as potential priorities for additional training efforts.

- Medical Technicians
- Electricians
- Maintenance Mechanics
- Ability to use computer operated processing controls and instruments (and related English competency)
- Workers with supervisory and management skills
- Business skills

ECONOMIC TRENDS

POPULATION AND EMPLOYMENT TRENDS

The region unemployment rate has declined to 9.9 percent in 2015, down from the peak of 16.5 percent in 2010, but still well above the low point before the recession of 7.9 percent in 2006 (Table 1). While job levels have been increasing since 2010, the size of the labor force peaked in 2012 at 1,843,740, then declined to 1,840,270 by 2014 and finally increased slightly to 1,840,828 in 2015.

Table 1 — Annual Labor Force Trends, 2000-2015: CCWC Region

Period	Labor Force Trends	Employed Labor Force	Unemployment Rate
08-15 Annual Growth Rate	0.7%	0.8%	13.3%
00-08 Annual Growth Rate	1.7%	1.5%	9.4%
2015	1,840,828	1,658,656	9.9%
2014	1,840,270	1,631,640	11.3%
2013	1,841,530	1,604,680	12.9%
2012	1,843,740	1,573,100	14.7%
2011	1,836,380	1,539,960	16.1%
2010	1,820,700	1,519,850	16.5%
2009	1,782,730	1,520,320	14.7%
2008	1,755,800	1,570,990	10.5%
2007	1,708,420	1,563,190	8.5%
2006	1,674,650	1,542,670	7.9%
2005	1,659,420	1,516,370	8.6%
2004	1,633,040	1,471,030	9.9%
2003	1,622,970	1,450,440	10.6%
2002	1,600,080	1,434,690	10.3%
2001	1,554,940	1,409,570	9.3%
2000	1,532,760	1,396,410	8.9%

Source: Applied Development Economics, based on CA EDD LMID. Note:

Unemployment rates for 2000-2008 and 2008-2015 in the table above are annual averages, not annual growth rate.

Household population growth in the San Joaquin Valley exceeded statewide growth rates between 2011 and 2013, but has slowed in the past two years (Table 2). As shown in Figure 1, CCWC region is projected to grow significantly faster than the state as a whole over the next five years (2015-2020), which will have implications for some employment sectors, as discussed below.

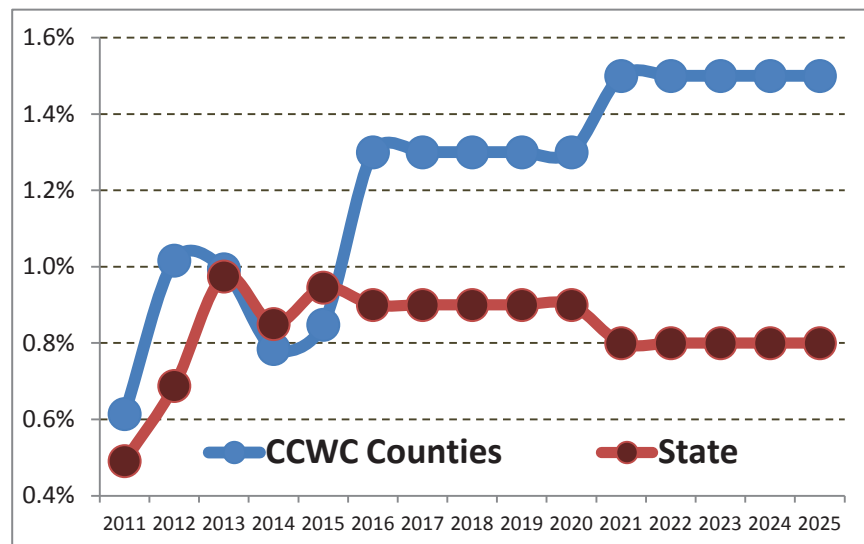
**Table 2 – Total and Household Population Trends:
CCWC Region, CCWC Region,
and California**

Year	Household Population			
	CCWC Counties	Growth Rate	State ('000)	Growth Rate
2010	3,888,941		36,412	
2011	3,912,829	0.6%	36,591	0.5%
2012	3,952,595	1.0%	36,843	0.7%
2013	3,991,868	1.0%	37,202	1.0%
2014	4,023,198	0.8%	37,518	0.9%
2015	4,057,322	0.8%	37,873	0.9%
10-15	168,381	0.9%	1,461	0.8%

Year	Total Population			
	CCWC Counties	Growth Rate	State ('000)	Growth Rate
2010	4,004,407		37,254	
2011	4,025,282	0.5%	37,428	0.5%
2012	4,058,833	0.8%	37,681	0.7%
2013	4,094,785	0.9%	38,031	0.9%
2014	4,129,749	0.9%	38,357	0.9%
2015	4,165,560	0.9%	38,715	0.9%
10-15	161,153	0.8%	1,461	0.8%

Source: CA Dept. of Finance

Figure 1 - Annual Past and Projected Household Population Growth Rates



Source: CA Dept. of Finance

Before the recession, total jobs in the region peaked at 1,361,550 in 2007 and did not reach that level again until 2014. The annual average number of jobs in 2015 is estimated at 1,405,122 (Table 3). Through 2008, total jobs in the County were growing at a 1.4 annual percentage rate, while since 2008, the number of jobs have grown at a much lower 0.5 percent per year.

**Table 3 — Trends in Total Number of Jobs:
2000-2015: CCWC Region**

Period	Total Employment
08-15 Annual Growth Rate	0.5%
00-08 Annual Growth Rate	1.4%
2015	1,405,122
2014	1,385,599
2013	1,356,973
2012	1,316,991
2011	1,284,842
2010	1,271,214
2009	1,287,708
2008	1,357,592
2007	1,361,550
2006	1,341,399
2005	1,306,916
2004	1,268,476
2003	1,249,284
2002	1,235,969
2001	1,218,992
2000	1,214,461

Source: Applied Development Economics, based on CA EDD LMID

Farm employment grew at a 2.2 percent annual rate between 2010 and 2015 but is projected to increase at a slower rate of 0.5 percent over the next ten years (Table 4). Much of the agricultural job growth is projected in farm support (NAICS 115), especially from farm labor contractors (NAICS 115115) (Table 5). A number of factors affect farm employment including availability of water and continued mechanization of farming operations. In addition, employers interviewed for this study indicated that the new state minimum wage law will affect employment opportunities in both farming and food processing and related industries.

Manufacturing industries in CCWC region are mainly in food processing. Manufacturing jobs increased by more than 5,100 jobs between 2010 and 2015, from 101,451 in 2010 to 105,607 in 2015. This sector is expected to slow its growth over the next ten years, adding about 7,000 jobs. Within manufacturing, food processing (NAICS 311-312) is expected to increase annually by 0.8 percent

Table 4 — Employment Trends and Projections By Sectors: CCWC Region

NAICS CODE	INDUSTRY SECTOR	2010 JOBS	2015 JOBS	2025 PROJECTED	15-25 CHANGE	10-15 ANNUAL GROWTH RATE	15-25 ANNUAL GROWTH RATE
	Total	1,316,427	1,457,520	1,666,961	209,444	2.1 %	1.4 %
11	Agriculture	186,738	208,225	219,800	11,575	2.2%	0.5%
21	Mining	9,991	10,518	11,234	717	1.0%	0.7%
22	Utilities	6,214	6,746	7,084	338	1.7%	0.5%
23	Construction	48,579	61,365	72,607	11,242	4.8%	1.7%
31-33	Manufacturing	101,451	105,607	112,637	7,030	0.8%	0.6%
42	Wholesale	42,299	48,849	60,685	11,836	2.9%	2.2%
44-45	Retail	131,984	151,397	178,823	27,426	2.8%	1.7%
48	Warehousing	27,552	34,702	43,197	8,494	4.7%	2.2%
49	Transportation	19,150	20,677	23,042	2,366	1.5%	1.1%
51	Information	12,587	11,358	12,284	927	-2.0%	0.8%
52	Finance and Insurance	29,252	28,637	30,847	2,210	-0.4%	0.7%
53	Real Estate and Leasing	14,946	15,877	17,983	2,106	1.2%	1.3%
54	Prof., Scientific, Technical	35,543	37,908	46,560	8,652	1.3%	2.1%
55	Mgt. of Companies	10,568	10,953	9,469	-1,484	0.7%	-1.4%
561	Admin Support	47,214	56,111	70,618	14,506	3.5%	2.3%
562	Waste Mgt.	3,829	4,279	5,903	1,624	2.2%	3.3%
61	Education	143,868	154,138	170,580	16,441	1.4%	1.0%
62	Health	167,766	192,884	241,950	49,066	2.8%	2.3%
71	Arts, Rec. and Enter.	10,595	12,290	14,021	1,731	3.0%	1.3%
721	Accommodations	9,580	9,245	10,668	1,423	-0.7%	1.4%
722	Food and Drinking Services	81,536	98,907	116,854	17,947	3.9%	1.7%
81	Other Services	40,191	44,135	50,937	6,802	1.9%	1.4%
92	Public Admin.	118,226	114,402	121,561	7,159	-0.7%	0.6%
98	Nat'l Security/Military	14,950	14,535	13,442	-1,093	-0.6%	-0.8%
99	Misc.	1,817	3,775	4,174	400	15.7%	1.0%

Source: Applied Development Economics, based on EMSI 2015 Q4 QCEW and Non-QCEW Industry Employment Data. (Internal file: P:\CCWC Labor Force 2015\03_NEXT-TASKS\TABLES\06_draft_Fresno-update.xlsx **T3r**)

between 2015 and 2025. Overall, food processing is projected to grow by more than 5,700 jobs in the coming years, led by food manufacturing industries such as animal slaughtering (NAICS 311611), meat processed from carcasses (NAICS 311612), perishable prepared foods (NAICS 311991) and wineries (NAICS 312130) (Table 5).

A number of non-food processing manufacturing industries are also projected to produce new jobs. Paint and coatings (NAICS 325510), plastics pipe and pipe fittings (NAICS 326122), urethane ad other foam products (NAICS 326150), glass products (NAICS 327215), fabricated structural metal (NAICS 332312) and search and detection instruments (NAICS 334511) are projected to have a combined growth of 1,825 jobs between 2015 and 2025.

The construction industry continued to grow coming out of the recession over the past five years, and is projected to grow over the next ten years as well (Table 4). Residential construction (NAICS 236116), residential remodelers (NAICS 236118), electrical and plumbing specialties (NAICS 238210 and 238220) and water and sewer line construction (NAICS 237110) are expected to grow during this period, which is consistent with expected population growth for the region over the next ten years (Table 5). In addition, the High Speed Rail (HSR) project and a variety of highway improvement projects are projected to add significant heavy construction jobs in the region. The HSR project is estimate to support an average of nearly 3,000 jobs over the ten year period to 2025, with peaks of 6,000 jobs during the height of construction.

The Health Services sector is projected to see strong employment growth over the next ten years. This is a consistent finding throughout the state as well as nationally and reflects both demographic trends with the aging Baby Boomer population as well as industry trends to institute managed care with more outpatient and home health care. Employment in Health Services is projected to grow to 241,950 in 2025 from 192,884 in 2015, for an annual rate of growth of 2.8 percent (Table 4). In an effort to accurately characterize the state of employment in the sector in CCWC Region, employment in Health Services includes employed persons in the public sector, who for purposes of analysis were moved out of NAICS 92 (Public Administration) and into NAICS 62 (Health Services). Another population based trend is the increase in retail and food services jobs. Both these sectors have been recovering from the recession over the past five years, and are projected to see more moderate growth over the next ten years.

Table 5 provides more detail on projected fast growing industries in CCWC region.

Table 5 — Employment Projections For Industries Expected to Grow By 50 or More Jobs Between 2015 and 2025: CCWC Region

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
115112	Soil Preparation, Planting, and Cultivating	4,825	5,265	441	0.9%
115114	Postharvest Crop Activities (except Cotton Ginning)	19,667	21,250	1,583	0.8%
115115	Farm Labor Contractors and Crew Leaders	92,059	104,398	12,340	1.3%
115116	Farm Management Services	5,091	6,276	1,185	2.1%
115310	Support Activities for Forestry	142	199	58	3.5%
11 Agric.		121,783	137,389	15,606	1.2 %
212321	Construction Sand and Gravel Mining	223	285	62	2.5%
21 Mining		223	285	62	2.5 %
221112	Fossil Fuel Electric Power Generation	1,977	2,518	541	2.4%
221310	Water Supply and Irrigation Systems	1,053	1,385	332	2.8%
22 Utilities		3,030	3,903	872	2.6 %
236116	New Multifamily Housing Construction (except For-Sale Builders)	274	468	194	5.5%
236118	Residential Remodelers	1,880	2,922	1,042	4.5%
236220	Commercial and Institutional Building Construction	4,169	5,261	1,092	2.4%
237110	Water and Sewer Line and Related Structures Construction	2,582	3,179	597	2.1%
237990	Other Heavy and Civil Engineering Construction	772	4,044	3,271	18.0%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
238120	Structural Steel and Precast Concrete Contractors	782	1,008	225	2.6%
238140	Masonry Contractors	1,023	1,335	313	2.7%
238150	Glass and Glazing Contractors	358	529	171	4.0%
238170	Siding Contractors	111	166	55	4.1%
238190	Other Foundation, Structure, and Building Exterior Contractors	396	518	122	2.7%
238210	Electrical Contractors and Other Wiring Installation Contractors	7,300	8,765	1,465	1.8%
238220	Plumbing, Heating, and Air-Conditioning Contractors	7,413	9,240	1,826	2.2%
238290	Other Building Equipment Contractors	894	1,298	404	3.8%
238320	Painting and Wall Covering Contractors	2,002	2,101	99	0.5%
238330	Flooring Contractors	676	873	197	2.6%
238390	Other Building Finishing Contractors	458	771	314	5.4%
238910	Site Preparation Contractors	2,020	2,605	586	2.6%
238990	All Other Specialty Trade Contractors	4,022	6,129	2,107	4.3%
23 Const.		41,788	55,868	14,080	3.3 %
311119	Other Animal Food Manufacturing	1,413	1,675	262	1.7%
311221	Wet Corn Milling	425	675	250	4.7%
311340	Nonchocolate Confectionery Manufacturing	100	215	115	7.9%
311412	Frozen Specialty Food Manufacturing	1,934	2,042	108	0.5%
311511	Fluid Milk Manufacturing	2,493	2,955	461	1.7%
311513	Cheese Manufacturing	4,334	4,887	553	1.2%
311520	Ice Cream and Frozen Dessert Manufacturing	1,447	1,808	361	2.3%
311611	Animal (except Poultry) Slaughtering	2,563	3,150	587	2.1%
311612	Meat Processed from Carcasses	1,815	2,340	525	2.6%
311615	Poultry Processing	7,895	8,568	673	0.8%
311830	Tortilla Manufacturing	854	946	92	1.0%
311911	Roasted Nuts and Peanut Butter Manufacturing	4,399	5,104	704	1.5%
311919	Other Snack Food Manufacturing	1,346	1,433	87	0.6%
311991	Perishable Prepared Food Manufacturing	2,119	2,544	425	1.8%
311999	All Other Miscellaneous Food Manufacturing	892	1,216	324	3.1%
312111	Soft Drink Manufacturing	996	1,186	191	1.8%
312120	Breweries	102	157	54	4.3%
312130	Wineries	6,334	7,745	1,411	2.0%
313110	Fiber, Yarn, and Thread Mills	92	196	105	7.9%
321920	Wood Container and Pallet Manufacturing	822	1,029	207	2.3%
322211	Corrugated and Solid Fiber Box Manufacturing	2,307	3,090	784	3.0%
322219	Other Paperboard Container Manufacturing	749	894	145	1.8%
322299	All Other Converted Paper Product Manufacturing	367	416	49	1.3%
323113	Commercial Screen Printing	190	267	77	3.5%
324110	Petroleum Refineries	877	1,013	136	1.5%
325193	Ethyl Alcohol Manufacturing	76	155	79	7.4%
325211	Plastics Material and Resin Manufacturing	87	164	77	6.5%
325314	Fertilizer (Mixing Only) Manufacturing	337	407	70	1.9%
325411	Medicinal and Botanical Manufacturing	114	199	85	5.7%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
325510	Paint and Coating Manufacturing	199	328	129	5.1%
326111	Plastics Bag and Pouch Manufacturing	120	201	81	5.3%
326112	Plastics Packaging Film and Sheet (including Laminated) Manufacturing	491	814	323	5.2%
326130	Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing	91	142	51	4.5%
326150	Urethane and Other Foam Product (except Polystyrene) Manufacturing	455	733	279	4.9%
326199	All Other Plastics Product Manufacturing	1,085	1,324	239	2.0%
326299	All Other Rubber Product Manufacturing	284	393	109	3.3%
327213	Glass Container Manufacturing	1,586	1,711	125	0.8%
327215	Glass Product Manufacturing Made of Purchased Glass	340	441	101	2.6%
327310	Cement Manufacturing	380	503	123	2.8%
327331	Concrete Block and Brick Manufacturing	148	227	79	4.4%
327390	Other Concrete Product Manufacturing	567	970	403	5.5%
332119	Metal Crown, Closure, and Other Metal Stamping (except Automotive)	240	306	66	2.5%
332312	Fabricated Structural Metal Manufacturing	1,664	1,974	310	1.7%
332322	Sheet Metal Work Manufacturing	651	821	170	2.3%
332323	Ornamental and Architectural Metal Work Manufacturing	240	320	80	2.9%
332613	Spring Manufacturing	128	245	117	6.7%
332710	Machine Shops	1,326	1,390	64	0.5%
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	124	183	58	3.9%
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	622	856	234	3.2%
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	490	653	163	2.9%
333111	Farm Machinery and Equipment Manufacturing	1,527	1,599	72	0.5%
333132	Oil and Gas Field Machinery and Equipment Manufacturing	545	644	99	1.7%
333249	Other Industrial Machinery Manufacturing	146	239	93	5.0%
333318	Other Commercial and Service Industry Machinery Manufacturing	153	206	53	3.0%
333993	Packaging Machinery Manufacturing	723	790	67	0.9%
334413	Semiconductor and Related Device Manufacturing	256	320	65	2.3%
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	679	1,044	365	4.4%
334519	Other Measuring and Controlling Device Manufacturing	78	131	53	5.3%
335129	Other Lighting Equipment Manufacturing	108	179	71	5.2%
336211	Motor Vehicle Body Manufacturing	543	707	164	2.7%
336212	Truck Trailer Manufacturing	508	617	109	2.0%
336370	Motor Vehicle Metal Stamping	73	152	79	7.6%
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	770	1,110	340	3.7%
337910	Mattress Manufacturing	122	235	113	6.8%
339112	Surgical and Medical Instrument Manufacturing	184	248	64	3.0%
31-33 Man.		65,125	79,231	14,107	2.0 %
423120	Motor Vehicle Supplies and New Parts Merchant Wholesalers	1,492	1,710	217	1.4%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
423130	Tire and Tube Merchant Wholesalers	276	438	161	4.7%
423210	Furniture Merchant Wholesalers	588	943	355	4.8%
423220	Home Furnishing Merchant Wholesalers	315	555	239	5.8%
423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	281	418	137	4.0%
423440	Other Commercial Equipment Merchant Wholesalers	171	233	62	3.2%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	1,384	1,872	488	3.1%
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	989	1,156	167	1.6%
423710	Hardware Merchant Wholesalers	409	517	108	2.4%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	851	1,050	199	2.1%
423740	Refrigeration Equipment and Supplies Merchant Wholesalers	79	157	78	7.1%
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	2,374	2,436	62	0.3%
423830	Industrial Machinery and Equipment Merchant Wholesalers	3,287	3,788	501	1.4%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	299	367	68	2.1%
423860	Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers	239	413	174	5.6%
423910	Sporting and Recreational Goods and Supplies Merchant Wholesalers	213	289	76	3.1%
423930	Recyclable Material Merchant Wholesalers	1,122	1,372	250	2.0%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	253	328	75	2.6%
424130	Industrial and Personal Service Paper Merchant Wholesalers	504	690	186	3.2%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	664	979	315	4.0%
424320	Men's and Boys' Clothing and Furnishings Merchant Wholesalers	218	325	107	4.1%
424330	Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers	217	267	50	2.1%
424410	General Line Grocery Merchant Wholesalers	2,825	3,385	560	1.8%
424420	Packaged Frozen Food Merchant Wholesalers	231	289	58	2.3%
424430	Dairy Product (except Dried or Canned) Merchant Wholesalers	717	889	171	2.2%
424450	Confectionery Merchant Wholesalers	744	808	65	0.8%
424460	Fish and Seafood Merchant Wholesalers	99	168	70	5.5%
424470	Meat and Meat Product Merchant Wholesalers	500	599	99	1.8%
424480	Fresh Fruit and Vegetable Merchant Wholesalers	3,586	4,329	743	1.9%
424490	Other Grocery and Related Products Merchant Wholesalers	3,797	5,097	1,300	3.0%
424510	Grain and Field Bean Merchant Wholesalers	287	408	121	3.6%
424590	Other Farm Product Raw Material Merchant Wholesalers	286	345	59	1.9%
424690	Other Chemical and Allied Products Merchant Wholesalers	734	926	192	2.3%
424710	Petroleum Bulk Stations and Terminals	651	851	200	2.7%
424810	Beer and Ale Merchant Wholesalers	1,024	1,105	81	0.8%
424820	Wine and Distilled Alcoholic Beverage Merchant	1,123	2,013	889	6.0%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
	Wholesalers				
424910	Farm Supplies Merchant Wholesalers	3,611	4,520	909	2.3%
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	472	530	58	1.2%
425120	Wholesale Trade Agents and Brokers	4,747	7,335	2,588	4.4%
42 Wholesale		41,661	53,901	12,240	2.6 %
441110	New Car Dealers	9,727	10,022	295	0.3%
441120	Used Car Dealers	1,670	2,673	1,002	4.8%
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers	616	666	50	0.8%
441310	Automotive Parts and Accessories Stores	4,979	5,716	737	1.4%
441320	Tire Dealers	2,154	2,341	187	0.8%
442110	Furniture Stores	1,596	1,661	65	0.4%
442299	All Other Home Furnishings Stores	1,048	1,415	366	3.0%
443142	Electronics Stores	4,283	6,290	2,007	3.9%
444110	Home Centers	7,741	10,014	2,273	2.6%
444130	Hardware Stores	2,063	2,448	385	1.7%
445110	Supermarkets and Other Grocery (except Convenience) Stores	24,530	27,540	3,010	1.2%
445120	Convenience Stores	1,797	2,201	404	2.0%
445210	Meat Markets	701	822	121	1.6%
445230	Fruit and Vegetable Markets	290	368	78	2.4%
445291	Baked Goods Stores	200	321	121	4.8%
445292	Confectionery and Nut Stores	260	387	127	4.1%
446110	Pharmacies and Drug Stores	7,650	9,022	1,372	1.7%
446120	Cosmetics, Beauty Supplies, and Perfume Stores	1,086	1,702	616	4.6%
446130	Optical Goods Stores	471	681	210	3.7%
446191	Food (Health) Supplement Stores	350	434	84	2.2%
448110	Men's Clothing Stores	441	517	76	1.6%
448120	Women's Clothing Stores	2,661	4,132	1,471	4.5%
448130	Children's and Infants' Clothing Stores	614	1,049	435	5.5%
448140	Family Clothing Stores	4,194	5,433	1,239	2.6%
448150	Clothing Accessories Stores	361	545	184	4.2%
448190	Other Clothing Stores	908	1,125	217	2.2%
448210	Shoe Stores	1,975	2,315	341	1.6%
451110	Sporting Goods Stores	2,686	3,280	593	2.0%
451120	Hobby, Toy, and Game Stores	2,652	3,923	1,271	4.0%
451130	Sewing, Needlework, and Piece Goods Stores	713	889	176	2.2%
452112	Discount Department Stores	15,669	20,045	4,376	2.5%
452910	Warehouse Clubs and Supercenters	10,328	15,807	5,479	4.3%
452990	All Other General Merchandise Stores	5,075	6,890	1,814	3.1%
453310	Used Merchandise Stores	1,537	1,715	177	1.1%
453910	Pet and Pet Supplies Stores	1,183	1,457	274	2.1%
454111	Electronic Shopping	181	245	64	3.1%
454113	Mail-Order Houses	169	242	73	3.7%
454210	Vending Machine Operators	241	309	68	2.5%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
454310	Fuel Dealers	546	610	64	1.1%
44-45 Retail		125,345	157,252	31,907	2.3 %
482110	Rail transportation	1,757	2,007	250	1.3%
484110	General Freight Trucking, Local	5,455	6,215	760	1.3%
484121	General Freight Trucking, Long-Distance, Truckload	6,170	8,314	2,144	3.0%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	2,349	2,656	307	1.2%
484220	Specialized Freight (except Used Goods) Trucking, Local	7,260	9,134	1,874	2.3%
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	1,265	1,962	698	4.5%
485113	Bus and Other Motor Vehicle Transit Systems	488	873	386	6.0%
485991	Special Needs Transportation	1,241	1,911	671	4.4%
486110	Pipeline Transportation of Crude Oil	419	474	55	1.2%
488210	Support Activities for Rail Transportation	578	789	211	3.2%
488410	Motor Vehicle Towing	1,000	1,394	394	3.4%
488490	Other Support Activities for Road Transportation	258	350	92	3.1%
488510	Freight Transportation Arrangement	872	1,270	398	3.8%
488991	Packing and Crating	593	923	330	4.5%
488999	All Other Support Activities for Transportation	356	501	145	3.5%
48 Trans.		30,059	38,772	8,714	2.6 %
492110	Couriers and Express Delivery Services	2,926	3,045	120	0.4%
492210	Local Messengers and Local Delivery	574	771	197	3.0%
493110	General Warehousing and Storage	11,234	13,773	2,539	2.1%
493120	Refrigerated Warehousing and Storage	1,414	1,644	230	1.5%
493190	Other Warehousing and Storage	151	226	75	4.1%
49 Warehousing		16,298	19,459	3,161	1.8 %
511120	Periodical Publishers	192	367	175	6.7%
511130	Book Publishers	137	271	134	7.1%
511210	Software Publishers	296	378	82	2.5%
515120	Television Broadcasting	1,114	1,470	356	2.8%
517110	Wired Telecommunications Carriers	3,651	5,682	2,031	4.5%
517919	All Other Telecommunications	35	138	103	14.6%
518210	Data Processing, Hosting, and Related Services	527	628	101	1.8%
51 Information		5,952	8,935	2,983	4.1 %
522110	Commercial Banking	5,621	5,705	84	0.1%
522130	Credit Unions	2,461	2,996	536	2.0%
522298	All Other Nondepository Credit Intermediation	362	453	91	2.3%
522390	Other Activities Related to Credit Intermediation	485	622	137	2.5%
523120	Securities Brokerage	387	462	75	1.8%
523140	Commodity Contracts Brokerage	52	102	51	7.1%
523910	Miscellaneous Intermediation	83	161	78	6.8%
523991	Trust, Fiduciary, and Custody Activities	80	140	61	5.8%
524114	Direct Health and Medical Insurance Carriers	2,781	3,596	815	2.6%
524126	Direct Property and Casualty Insurance Carriers	2,547	2,889	342	1.3%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
524210	Insurance Agencies and Brokerages	6,209	7,005	796	1.2%
524292	Third Party Administration of Insurance and Pension Funds	1,339	1,680	341	2.3%
52 Fin. And Insr.		22,406	25,812	3,405	1.4 %
531130	Lessors of Miniwarehouses and Self-Storage Units	891	1,059	168	1.7%
531190	Lessors of Other Real Estate Property	821	879	58	0.7%
531210	Offices of Real Estate Agents and Brokers	2,466	2,561	95	0.4%
531311	Residential Property Managers	3,200	3,835	635	1.8%
531390	Other Activities Related to Real Estate	216	286	71	2.9%
532111	Passenger Car Rental	638	926	288	3.8%
532120	Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing	562	642	80	1.3%
532299	All Other Consumer Goods Rental	701	908	207	2.6%
532310	General Rental Centers	405	608	203	4.1%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	1,085	1,417	332	2.7%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	603	930	328	4.4%
533110	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	188	241	52	2.5%
53 R.E. and Leasing		11,776	14,293	2,517	2.0%
541110	Offices of Lawyers	4,834	5,412	577	1.1%
541199	All Other Legal Services	156	229	73	3.9%
541213	Tax Preparation Services	1,337	1,506	168	1.2%
541219	Other Accounting Services	2,660	3,315	656	2.2%
541310	Architectural Services	711	822	111	1.5%
541320	Landscape Architectural Services	297	446	150	4.2%
541330	Engineering Services	4,376	4,883	506	1.1%
541350	Building Inspection Services	194	323	129	5.2%
541370	Surveying and Mapping (except Geophysical) Services	291	482	191	5.2%
541380	Testing Laboratories	1,687	2,495	808	4.0%
541410	Interior Design Services	110	181	72	5.1%
541490	Other Specialized Design Services	95	161	66	5.4%
541511	Custom Computer Programming Services	1,524	1,889	365	2.2%
541512	Computer Systems Design Services	1,319	1,748	428	2.9%
541519	Other Computer Related Services	401	514	114	2.5%
541611	Administrative Management and General Management Consulting Services	913	1,174	261	2.5%
541612	Human Resources Consulting Services	215	266	51	2.1%
541613	Marketing Consulting Services	242	357	115	4.0%
541614	Process, Physical Distribution, and Logistics Consulting Services	607	1,150	543	6.6%
541618	Other Management Consulting Services	863	978	115	1.3%
541620	Environmental Consulting Services	486	771	285	4.7%
541690	Other Scientific and Technical Consulting Services	3,185	4,857	1,672	4.3%
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	986	1,405	419	3.6%
541720	Research and Development in the Social Sciences and	500	819	319	5.1%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
	Humanities				
541890	Other Services Related to Advertising	861	1,075	214	2.2%
541910	Marketing Research and Public Opinion Polling	280	383	103	3.2%
541940	Veterinary Services	2,621	3,119	498	1.8%
54 Prof.,Sci., Tech.		31,748	40,759	9,010	2.5 %
55 Mgt of Cos.					
561110	Office Administrative Services	2,448	2,680	232	0.9%
561210	Facilities Support Services	1,717	2,333	616	3.1%
561311	Employment Placement Agencies	1,937	3,202	1,265	5.2%
561320	Temporary Help Services	21,618	29,190	7,572	3.0%
561422	Telemarketing Bureaus and Other Contact Centers	2,295	3,780	1,485	5.1%
561439	Other Business Service Centers (including Copy Shops)	387	459	72	1.7%
561520	Tour Operators	93	257	164	10.7%
561612	Security Guards and Patrol Services	5,170	6,169	999	1.8%
561621	Security Systems Services (except Locksmiths)	759	824	65	0.8%
561710	Exterminating and Pest Control Services	1,381	1,497	116	0.8%
561720	Janitorial Services	5,710	7,682	1,972	3.0%
561790	Other Services to Buildings and Dwellings	753	1,000	247	2.9%
561920	Convention and Trade Show Organizers	885	1,332	447	4.2%
561990	All Other Support Services	1,047	1,360	313	2.7%
562111	Solid Waste Collection	1,614	2,413	799	4.1%
562112	Hazardous Waste Collection	165	249	84	4.2%
562119	Other Waste Collection	240	349	109	3.8%
562219	Other Nonhazardous Waste Treatment and Disposal	242	336	94	3.3%
562910	Remediation Services	401	477	76	1.8%
562920	Materials Recovery Facilities	300	387	86	2.6%
562991	Septic Tank and Related Services	602	1,150	548	6.7%
562998	All Other Miscellaneous Waste Management Services	187	282	95	4.2%
56 Admin,Support,Waste		49,952	67,410	17,458	3.0 %
611110	Elementary and Secondary Schools	116,022	126,102	10,080	0.8%
611310	Colleges, Universities, and Professional Schools	31,519	35,958	4,438	1.3%
611430	Professional and Management Development Training	367	625	258	5.5%
611511	Cosmetology and Barber Schools	367	630	262	5.5%
611513	Apprenticeship Training	208	266	58	2.5%
611519	Other Technical and Trade Schools	450	605	155	3.0%
611610	Fine Arts Schools	561	630	69	1.2%
611620	Sports and Recreation Instruction	925	1,310	385	3.5%
611691	Exam Preparation and Tutoring	1,205	1,844	639	4.3%
611710	Educational Support Services	1,056	1,308	252	2.2%
61 Education		152,680	169,277	16,598	1.0 %
621111	Offices of Physicians (except Mental Health Specialists)	24,492	28,302	3,810	1.5%
621210	Offices of Dentists	9,175	10,157	982	1.0%
621320	Offices of Optometrists	1,489	1,858	369	2.2%
621330	Offices of Mental Health Practitioners (except	908	1,293	385	3.6%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
	Physicians)				
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,010	2,629	619	2.7%
621399	Offices of All Other Miscellaneous Health Practitioners	309	448	139	3.8%
621410	Family Planning Centers	541	660	119	2.0%
621420	Outpatient Mental Health and Substance Abuse Centers	1,433	1,880	447	2.8%
621491	HMO Medical Centers	5,260	8,443	3,183	4.8%
621492	Kidney Dialysis Centers	1,495	2,138	643	3.6%
621493	Freestanding Ambulatory Surgical and Emergency Centers	732	855	123	1.6%
621498	All Other Outpatient Care Centers	1,502	2,394	892	4.8%
621511	Medical Laboratories	896	970	74	0.8%
621512	Diagnostic Imaging Centers	1,019	1,589	570	4.5%
621610	Home Health Care Services	6,422	9,917	3,495	4.4%
621910	Ambulance Services	2,345	3,062	718	2.7%
621999	All Other Miscellaneous Ambulatory Health Care Services	191	328	137	5.5%
622110	General Medical and Surgical Hospitals	50,893	56,248	5,355	1.0%
622210	Psychiatric and Substance Abuse Hospitals	283	426	143	4.2%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	14,236	17,015	2,779	1.8%
623220	Residential Mental Health and Substance Abuse Facilities	2,062	2,457	396	1.8%
623311	Continuing Care Retirement Communities	2,515	3,451	935	3.2%
623312	Assisted Living Facilities for the Elderly	4,596	5,402	807	1.6%
624110	Child and Youth Services	2,818	3,424	606	2.0%
624120	Services for the Elderly and Persons with Disabilities	36,547	57,396	20,849	4.6%
624190	Other Individual and Family Services	2,563	2,625	62	0.2%
624210	Community Food Services	305	391	86	2.5%
624221	Temporary Shelters	498	560	62	1.2%
624229	Other Community Housing Services	275	332	57	1.9%
624310	Vocational Rehabilitation Services	4,200	4,493	293	0.7%
624410	Child Day Care Services	4,863	5,218	355	0.7%
62 Health		186,876	236,363	49,487	2.4 %
711211	Sports Teams and Clubs	515	655	140	2.4%
712110	Museums	176	234	59	2.9%
712130	Zoos and Botanical Gardens	167	250	83	4.1%
713210	Casinos (except Casino Hotels)	999	1,253	254	2.3%
713290	Other Gambling Industries	592	886	294	4.1%
713910	Golf Courses and Country Clubs	2,231	2,412	181	0.8%
713940	Fitness and Recreational Sports Centers	4,525	5,149	624	1.3%
713950	Bowling Centers	532	596	64	1.1%
713990	All Other Amusement and Recreation Industries	1,162	1,218	56	0.5%
71 Arts, Enter., Rec.		10,900	12,654	1,754	1.5 %
721110	Hotels (except Casino Hotels) and Motels	8,433	9,663	1,230	1.4%
721191	Bed-and-Breakfast Inns	139	236	98	5.5%

NAICS	INDUSTRY	2015	2025 PROJ.	15-25 CHANGE	15-25 CAGR
721214	Recreational and Vacation Camps (except Campgrounds)	298	397	98	2.9%
722320	Caterers	1,166	1,404	238	1.9%
722330	Mobile Food Services	127	208	80	5.0%
722511	Full-Service Restaurants	37,457	43,496	6,038	1.5%
722513	Limited-Service Restaurants	49,000	58,939	9,939	1.9%
722514	Cafeterias, Grill Buffets, and Buffets	1,600	1,763	163	1.0%
722515	Snack and Nonalcoholic Beverage Bars	6,599	8,146	1,548	2.1%
72 Accommodations and Food		104,820	124,252	19,431	1.7 %
811111	General Automotive Repair	3,568	4,455	887	2.2%
811121	Automotive Body, Paint, and Interior Repair and Maintenance	2,390	2,913	522	2.0%
811192	Car Washes	2,474	3,519	1,045	3.6%
811198	All Other Automotive Repair and Maintenance	483	764	281	4.7%
811212	Computer and Office Machine Repair and Maintenance	155	242	87	4.6%
811219	Other Electronic and Precision Equipment Repair and Maintenance	164	249	85	4.3%
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	3,230	4,172	942	2.6%
812113	Nail Salons	810	1,373	563	5.4%
812199	Other Personal Care Services	449	607	158	3.1%
812220	Cemeteries and Crematories	351	446	95	2.4%
812310	Coin-Operated Laundries and Drycleaners	227	298	71	2.8%
812331	Linen Supply	818	1,055	237	2.6%
812332	Industrial Launderers	1,002	1,259	257	2.3%
812910	Pet Care (except Veterinary) Services	540	773	232	3.6%
813110	Religious Organizations	12,941	14,186	1,245	0.9%
813211	Grantmaking Foundations	846	1,075	229	2.4%
813212	Voluntary Health Organizations	251	376	125	4.1%
813312	Environment, Conservation and Wildlife Organizations	400	540	140	3.0%
813410	Civic and Social Organizations	1,789	2,013	224	1.2%
813930	Labor Unions and Similar Labor Organizations	791	856	65	0.8%
81 Other Svcs.		33,682	41,172	7,490	2.0 %
902999	State Government, Excluding Education and Hospitals	24,623	27,500	2,877	1.1%
903999	Local Government, Excluding Education and Hospitals	67,483	73,674	6,190	0.9%
90 Public		92,106	101,173	9,067	0.9 %
999999	Unclassified Industry	3,775	4,174	400	1.0%
99 Unclass.		3,775	4,174	400	1.0 %

Source: ADE Inc., based on data provided by EMSI

Note: CAGR = Compound annual growth rate.

INDUSTRY CLUSTERS

The San Joaquin Valley has defined a number of regional industry clusters that are significant components of the regional economic base, which are listed in Table 6 below.² Industry clusters represent traded sectors in the regional economy and typically are the source of most of the income and wealth for the region as well as the areas where innovation occurs most frequently. In CCWC region, Agriculture and Health Care are the two largest industry clusters. For this study, we have also included the retail sector and the accommodations and food services sector to reflect job opportunities in the local-serving and tourism industries.

The Agriculture cluster includes not only farm production, but also food processing, related distribution and logistics, and a variety of agricultural services that include fertilizers, irrigation, soil testing, veterinary services, and marketing among others (Detailed cluster and sub-cluster employment data are in the in the beginning of the Appendix). This cluster cuts across several of the major industry groups shown in Table 4 above. Within the broader Agricultural cluster, there continues to be a shift away from jobs employed directly at farms and increased reliance on farm labor contractors. In addition, a number of food processing industries are projected to increase employment, including poultry processing (NAICS 311615), animal slaughtering (NAICS 311611), meat processed from carcasses (NAICS 311612), wineries (NAICS 312130), corrugated and solid fiber box (NAICS 322211), perishable prepared foods (NAICS 311991), and wood containers and pallets (NAICS 321920)(see Table A-2 in the Appendix). In addition, the agriculture related distribution (logistics) sector is projected to add about 3,900 jobs over the next ten years.

The Health and Wellness cluster is projected to add 51,000 jobs by 2025 (Table 6). Of the 51,000 new jobs, almost 26,700 (52 percent) will occur in the Health Care – Delivery sub-cluster. Within this sub-cluster, the number of jobs in hospitals is projected to increase by 5,400 new jobs, with another 4,200 new jobs projected for services to elderly and disabled persons. In addition to the 4,200 new service-related jobs in the Health Care – Delivery sub-cluster, there is another 20,800 new jobs in the Health Care – Other Services sub-cluster pertaining to services for the elderly and disabled (NAICS 624120). Some of the new jobs will occur in hospital settings but many will be in outpatient facilities and various types of nursing and residential care facilities. (see Appendix Tables-6 and -7 for detail on industries in this cluster).

In addition to tracking growing industries, our analysis also identifies industries that are expected to decline. Table 7 lists industries within various clusters expected to decline by 50 or more workers between 2015 and 2025. While food processing generally exhibits strong growth over the next ten years, there are several food processing industries within the Ag Cluster that expected to decline, such as breakfast cereal manufacturing (NAICS 311230), fruit and vegetable canning (NAICS 311421), and dried and dehydrated food manufacturing (NAICS 311423).

² ADE Inc., *San Joaquin Valley Regional Industry Cluster Analysis and Action Plan*, prepared for the Office of Community and Economic Development, CSU Fresno, on behalf of the California Partnership for the San Joaquin Valley. September 2012.

Table 6 — Employment Projections By Industry Clusters: CCWC Region: 2015 - 2025

NAICS	2015 JOBS	2025 PROJECTED	15-25 CHANGE	15-25 ANNUAL GROWTH RATE
Total	1,031,426	1,203,144	171,718	1.6 %
Energy	47,762	53,517	5,755	1.1%
Diversified Manufacturing	30,277	30,777	500	0.2%
Health and Wellness	203,489	254,499	51,010	2.3%
Agriculture	418,394	469,406	51,012	1.2%
Water Flow Technology	9,934	11,480	1,546	1.5%
Logistics	51,436	63,324	11,888	2.1%
Retail	151,397	178,823	27,426	1.7%
Accommodations and Food Services	106,314	125,619	19,305	1.7%
Heavy Construction	12,423	15,699	3,276	2.4%

Source: Applied Development Economics, based on EMSI Q4 2015 QCEW and Non-QCEW Industry Employment. Note: Energy Cluster excludes employment data for NAICS 541 (Professional, Scientific and Technical), Health and Wellness Cluster excludes employment data for NAICS 9012 (Military); Manufacturing Cluster is only for "manufacturing – other" industries

Table 7 — Industries Within Various Clusters That Are Expected to Decline Significantly Between 2015 and 2025 (50 or more): CCWC Region

Cluster	NAICS	Industries	2015	2025	Change	CAGR
Ag Cluster - Distribution	445299	All Other Specialty Food Stores	561	201	-360	-9.8%
Ag Cluster - Distribution	481111	Scheduled Passenger Air Transportation	379	168	-211	-7.8%
Ag Cluster - Processing	311111	Dog and Cat Food Manufacturing	287	187	-100	-4.2%
Ag Cluster - Processing	311211	Flour Milling	356	229	-127	-4.3%
Ag Cluster - Processing	311230	Breakfast Cereal Manufacturing	359	57	-302	-16.8%
Ag Cluster - Processing	311411	Frozen Fruit, Juice, and Vegetable Manufacturing	2,598	2,462	-136	-0.5%
Ag Cluster - Processing	311421	Fruit and Vegetable Canning	7,588	6,985	-603	-0.8%
Ag Cluster - Processing	311422	Specialty Canning	55	0	-55	-
Ag Cluster - Processing	311423	Dried and Dehydrated Food Manufacturing	2,261	1,632	-629	100.0%
Ag Cluster - Processing	311613	Rendering and Meat Byproduct Processing	178	83	-95	-3.2%
Ag Cluster - Processing	311812	Commercial Bakeries	1,093	834	-259	-7.3%
Ag Cluster - Processing	316110	Leather and Hide Tanning and Finishing	56	6	-50	-2.7%
Ag Cluster - Processing	326160	Plastics Bottle Manufacturing	229	145	-84	-20.0%
Ag Cluster - Processing	332431	Metal Can Manufacturing	664	394	-270	-4.5%
Ag Cluster - Production	111000	Crop Production	46,809	45,545	-1,264	-5.1%
Ag Cluster - Production	112000	Animal Production and Aquaculture	18,521	17,793	-728	-0.3%
Ag Cluster - Support	115111	Cotton Ginning	188	9	-179	-0.4%
Ag Cluster - Support	325311	Nitrogenous Fertilizer Manufacturing	67	6	-61	-26.2%
Ag Cluster - Support	332311	Prefabricated Metal Building and Component Manufacturing	714	585	-129	-21.4%
Ag Cluster - Support	444210	Outdoor Power Equipment Stores	209	76	-133	-2.0%
Ag Cluster - Support	522292	Real Estate Credit	898	569	-329	-9.6%
						-4.5%

Cluster	NAICS	Industries	2015	2025	Change	CAGR
Ag Cluster - Support	551112	Offices of Other Holding Companies	112	15	-97	-18.2%
Ag Cluster - Support	551114	Corporate, Subsidiary, and Regional Managing Offices	10838	9454	-1384	-1.4%
Energy Core--Alt Energy Production	238160	Roofing Contractors	1378	1100	-278	-2.2%
Energy Core--Energy Efficiency	238310	Drywall and Insulation Contractors	4015	3937	-78	-0.2%
Energy Core--Petroleum	212399	All Other Nonmetallic Mineral Mining	57	3	-54	-25.5%
Energy Core--Power Generation	221111	Hydroelectric Power Generation	150	0	-150	-
Energy Core--Power Generation	221210	Natural Gas Distribution	2864	2503	-361	100.0%
Energy related--Manufacturing	311613	Rendering and Meat Byproduct Processing	178	83	-95	-1.3%
Health Care--Delivery	621310	Offices of Chiropractors	997	937	-60	-7.3%
Health Care--Delivery	622310	Specialty (except Psychiatric and Substance Abuse) Hospitals	265	152	-113	-0.6%
Health Care--Delivery	623210	Residential Intellectual and Developmental Disability Facilities	2507	2453	-54	-5.4%
Health Care--Delivery	623990	Other Residential Care Facilities	1423	1152	-271	-0.2%
Health Care--Medical devices manufacturing	339113	Surgical Appliance and Supplies Manufacturing	556	457	-99	-2.1%
Health Care--Medical devices manufacturing	339116	Dental Laboratories	246	158	-88	-1.9%
Health Care--Wellness and Fitness	532291	Home Health Equipment Rental	167	83	-84	-4.3%
Health Care--Wellness and Fitness	812191	Diet and Weight Reducing Centers	134	82	-52	-6.8%
Heavy Construction	237130	Power and Communication Line and Related Structures Construction	1060	862	-198	-4.8%
Heavy Construction	237210	Land Subdivision	444	125	-319	-2.0%
Heavy Construction	237310	Highway, Street, and Bridge Construction	1880	1779	-101	-11.9%
Logistics	336612	Boat Building	202	6	-196	-0.6%
Logistics	481111	Scheduled Passenger Air Transportation	379	168	-211	-29.6%
Logistics	484210	Used Household and Office Goods Moving	477	423	-54	-7.8%
Logistics	485410	School and Employee Bus Transportation	861	776	-85	-1.2%
Logistics	485510	Charter Bus Industry	297	222	-75	-1.0%
Logistics	493130	Farm Product Warehousing and Storage	132	79	-53	-2.9%
Manufacturing - Other	321214	Truss Manufacturing	344	142	-202	-5.0%
Manufacturing - Other	321918	Other Millwork (including Flooring)	219	73	-146	-8.5%
Manufacturing - Other	321991	Manufactured Home (Mobile Home) Manufacturing	281	0	-281	-10.4%
Manufacturing - Other	323111	Commercial Printing (except Screen and Books)	1594	910	-684	-
Manufacturing - Other	323117	Books Printing	227	52	-175	100.0%
Manufacturing - Other	325311	Nitrogenous Fertilizer Manufacturing	67	6	-61	-5.5%
Manufacturing - Other	326140	Polystyrene Foam Product Manufacturing	385	223	-162	-13.7%
					-61	-21.4%
					-162	-5.3%

Cluster	NAICS	Industries	2015	2025	Change	CAGR
Manufacturing - Other	327211	Flat Glass Manufacturing	227	3	-224	-35.1%
Manufacturing - Other	327320	Ready-Mix Concrete Manufacturing	990	875	-115	-1.2%
Manufacturing - Other	327332	Concrete Pipe Manufacturing	364	184	-180	-6.6%
Manufacturing - Other	332311	Prefabricated Metal Building and Component Manufacturing	714	585	-129	-2.0%
Manufacturing - Other	332321	Metal Window and Door Manufacturing	243	183	-60	-2.8%
Manufacturing - Other	332618	Other Fabricated Wire Product Manufacturing	184	94	-90	-6.5%
Manufacturing - Other	332813	Electroplating, Plating, Polishing, Anodizing, and Coloring	197	128	-69	-4.2%
Manufacturing - Other	332919	Other Metal Valve and Pipe Fitting Manufacturing	118	61	-57	-6.4%
Manufacturing - Other	334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	1018	665	-353	-4.2%
Manufacturing - Other	334412	Bare Printed Circuit Board Manufacturing	200	81	-119	-8.6%
Manufacturing - Other	336214	Travel Trailer and Camper Manufacturing	122	12	-110	-20.7%
Manufacturing - Other	336411	Aircraft Manufacturing	73	9	-64	-18.9%
Manufacturing - Other	336612	Boat Building	202	6	-196	-29.6%
Manufacturing - Other	337110	Wood Kitchen Cabinet and Countertop Manufacturing	1059	978	-81	-0.8%
Manufacturing - Other	337122	Nonupholstered Wood Household Furniture Manufacturing	324	79	-245	-13.2%

PROJECTED JOB OPENINGS

Labor force demand is not only affected by new jobs growth but also by changes in the labor force. As discussed in the next chapter, as the Baby Boomer generation ages out of the labor force, there will be an increasing need for replacement workers. In addition, job turnover occurs for a number of other reasons. As shown in Table 8, more than 51,200 average annual openings are projected between 2015 and 2025 (512,600 total openings), of which approximately 21,000 annual openings would be due to new job growth.

**Table 8 — Annual Opening To Number of Unemployed Who Satisfy
Minimum Educational Requirements By Occupation: CCWC Region**

Occupational Group	Annual Openings	Unemployed Whose Educational Attainment Matches Occupational Requirements	Part-Time Labor Whose Educational Attainment Matches Occupational Requirements
Total	51,263	80,373	232,966
53 Transportation and Material Moving	4,952	15,468	27,840
51 Production	1,726	3,447	5,983
49 Installation, Maintenance, and Repair	1,650	1,683	4,182
47 Construction and Extraction	1,713	7,322	12,481
45 Farming, Fishing, and Forestry	6,333	9,087	18,102
43 Office and Administrative Support	5,934	12,889	31,743
41 Sales and Related	6,337	7,814	25,382
39 Personal Care and Service	1,737	3,600	14,881
37 Building and Maintenance	1,308	3,342	10,387
35 Food Preparation and Serving Related	6,281	6,416	27,993
33 Protective Service	1,335	1,391	3,875
31 Healthcare Support	1,767	2,113	5,324
29 Healthcare Practitioners and Technical	2,298	521	7,731
27 Arts, Enter. and Media	195	101	1,096
25 Education, Training, and Library	3,087	2,351	25,120
23 Legal	129	143	645
21 Community and Social Services	824	218	1,467
19 Life, Physical, and Social Science	256	43	466
17 Architecture and Engineering	321	129	443
15 Computer and Mathematical	323	542	733
13 Business and Financial Operations	1,132	770	2,597
11 Management	1,626	982	4,497

Source: Applied Development Economics, based on EMSI Annual Openings Q4 2015 QCEW and non-QCEW and US Census ACS 3-Year Sample 2012-2014 (from iPUMS) (internal file: P:\CCWC Labor Force 2015\03_NEXT-TASKS\TABLES\06_draft_Fresno-update.xlsx T7r)

LABOR FORCE CHARACTERISTICS

The analysis of labor force characteristics includes details about the following groups:

- Race and Ethnicity: White, Latino, Other
- Gender
- Veteran Status
- Disability Status
- Citizenship

The characteristics include:

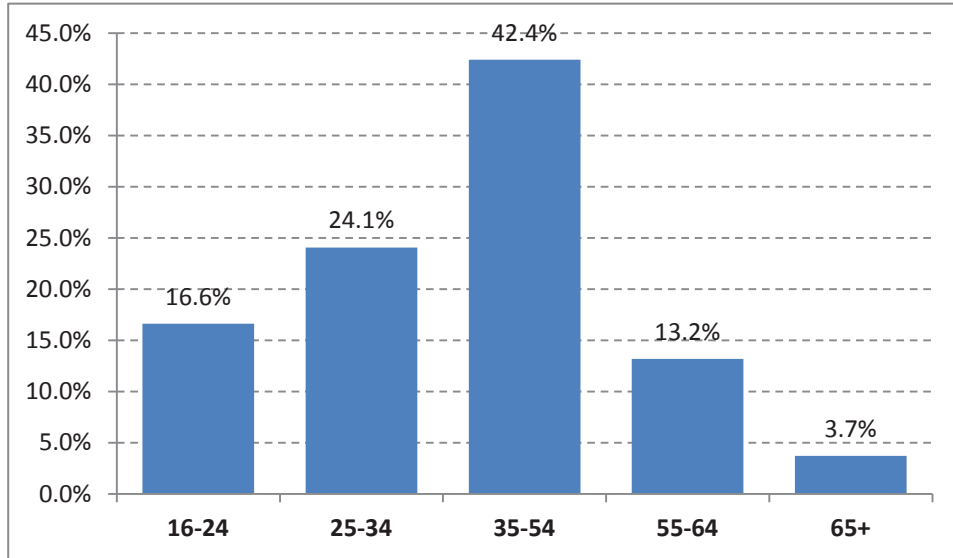
- Age
- Educational Attainment
- Employment status: full time, part time, unemployed
- Occupation

The discussion is organized around a number of graphical charts that summarize the information; however, Tables 9-25 at the end of the chapter provide more detail for these groups and demographic characteristics.

AGE DEMOGRAPHICS

The labor force in CCWC region is fairly evenly concentrated among the age groups. Workers in the 16-24 age group are about 16.6 percent of the total while nearly 25 percent are in the 25-34 age group. The prime working age group of 35-54 has 42 percent of the workforce. Workers over 55 constitute about 16.9 percent of the workforce and a number of employers report that impending retirements are a significant issue for them in terms of anticipated openings in the future.

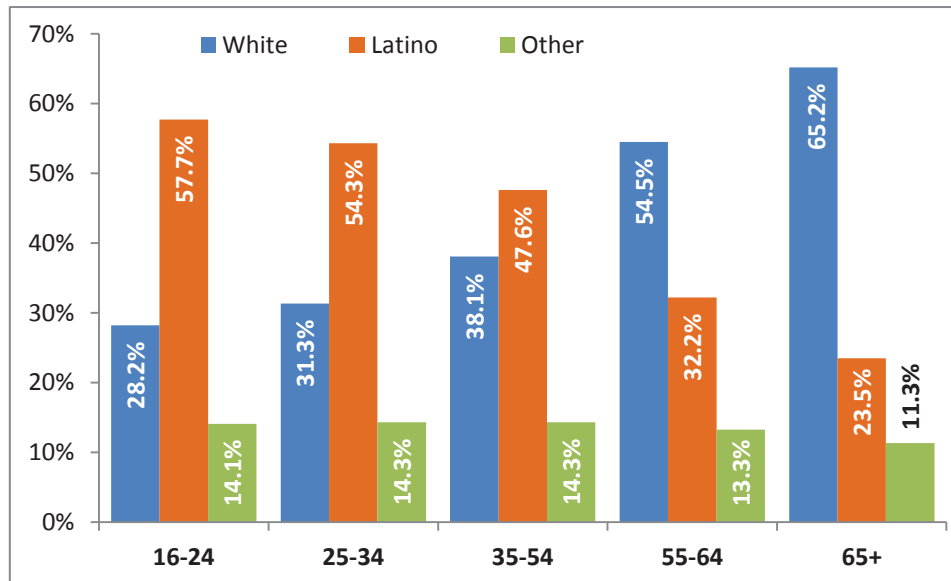
Figure 2 – Labor Force Age Distribution (Persons 16 and Over)



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

As shown in Figure 3, younger age groups tend to have a higher proportion of Latino workers while older age groups have higher percentages of white workers. Of the labor force between 16 and 24, 57.6 percent are Latino, while 28.2 percent are White. Similarly for the 25-34 age cohort, 54.3 percent are Latino and 31.3 percent are White. At 47.6 percent of the 35 to 54 workforce, Latinos comprise the largest segment of prime working-age adults in the labor force, with Whites numbering 38.1 percent. However, Whites constitute 56.8 percent of workers 55+ years old.

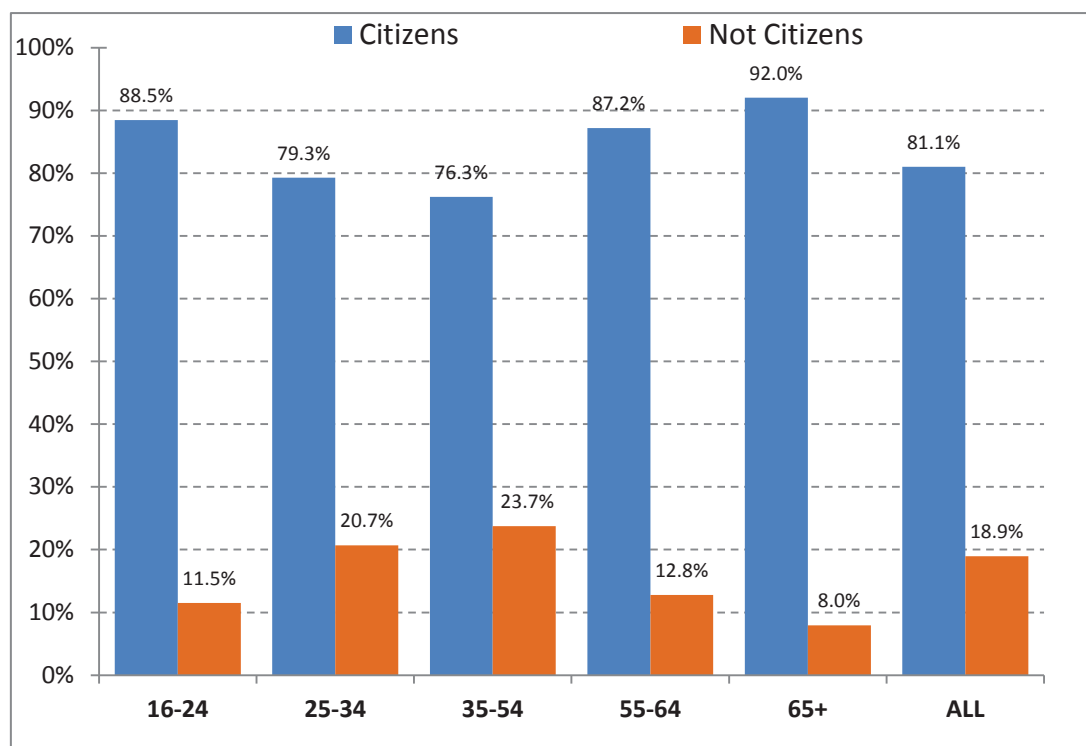
Figure 3 – Age Distribution by Race/Ethnicity (Persons 16 and Over)



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

Non-citizen workers constitute 18.9 percent of the workforce in CCWC region, though the rate varies with age (Figure 4). At 20.7 percent of the 25-34 age cohort and 23.7 percent of the prime working age (35 to 54) labor force, non-citizens are more concentrated in these two sub-populations relative to their overall concentration level. In contrast, non-citizens comprise only 11.5 percent of the labor force between 16 and 24.

Figure 4 – Labor Force By Age and By Citizenship Status (16 and over)



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

UNEMPLOYMENT

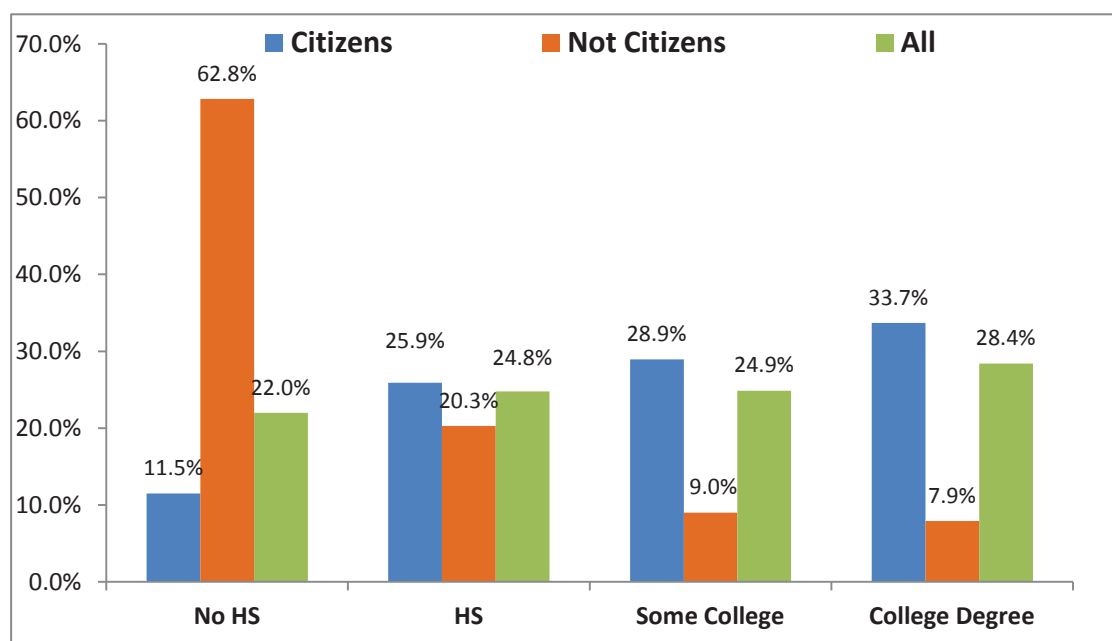
In CCWC region, about 48 percent of the labor force is Latino, at 870,562 persons out of a labor force of 1,814,685 (see Table 11 at the end of the Chapter). Thirty-eight percent is White. Unemployment for Latino workers 25 and older is 12.4 percent compared to 8.6 percent for Whites (Table 14). Unemployment is 14.2 percent for workers in other racial and ethnic groups. Unemployment affects workers 25 and older with no college degree much more, at 13.2 percent, than those with a college degree (6.1 percent). Veterans' unemployment level is at 8.8 percent. Disabled workers have relatively high unemployment, at slightly over 22.0 percent (Table 9).

EDUCATIONAL ATTAINMENT

Educational attainment in the CCWC region is slightly lower than the statewide averages, with 22 percent of workers 25 years and older not holding a high school diploma or equivalent, compared to 18.5 percent for the state as a whole. Statewide, 38.8 percent have a college degree, compared to 28.5 percent for the CCWC region. However, in the San Joaquin Valley there is a stark contrast in the educational attainment levels of the labor force when citizenship status is taken into account. Among

US citizens in the CCWC workforce, only 12 percent do not have a high school diploma or GED and 33.7 percent have a college degree. However, it is important to recognize that many non-citizens have not had the same educational opportunities in their home countries and many have not achieved the equivalent of a high school diploma. As shown in Figure 5, 63 percent of the non-citizens 25 and over in the labor force have not obtained a high school diploma or a GED. Twenty percent of non-citizens in the labor force have earned a high school diploma or equivalent, which is five percentage points lower than the rate for citizens (i.e. 25.9 percent). This accounts in part for the differences in educational attainment between Latino workers and other workers in the labor force (Figure 6), as the non-citizen group is 87.1 percent Latino; slightly over 39 percent of all Latinos in the workforce have no high school diploma or GED. It is also important to note that Latinos have earned high school diplomas and GEDs at rates slightly surpassing Whites and Others, at 25.9 percent versus 24.5 percent (Whites) and 21.7 percent (Others). However, Whites and Others are over two times more likely than Latinos to have earned a college degree: 14.9 percent of the Latinos in the labor force have earned a college degree versus 40 percent for Whites and 41 percent for Others (Figure 6).

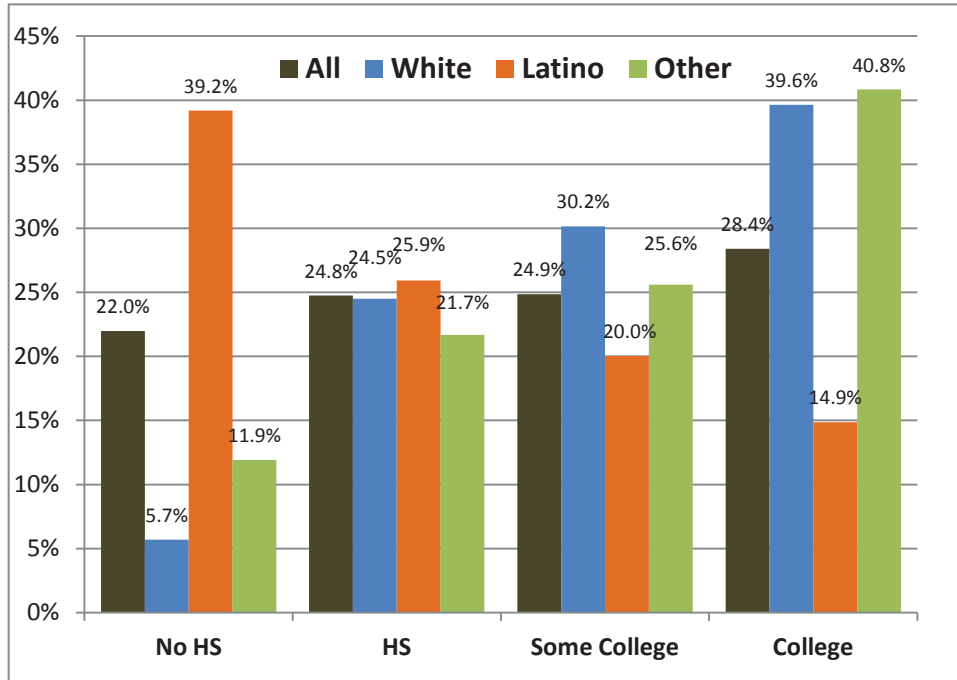
Figure 5 – Labor Force Educational Attainment by Citizenship Status (25 and over)



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

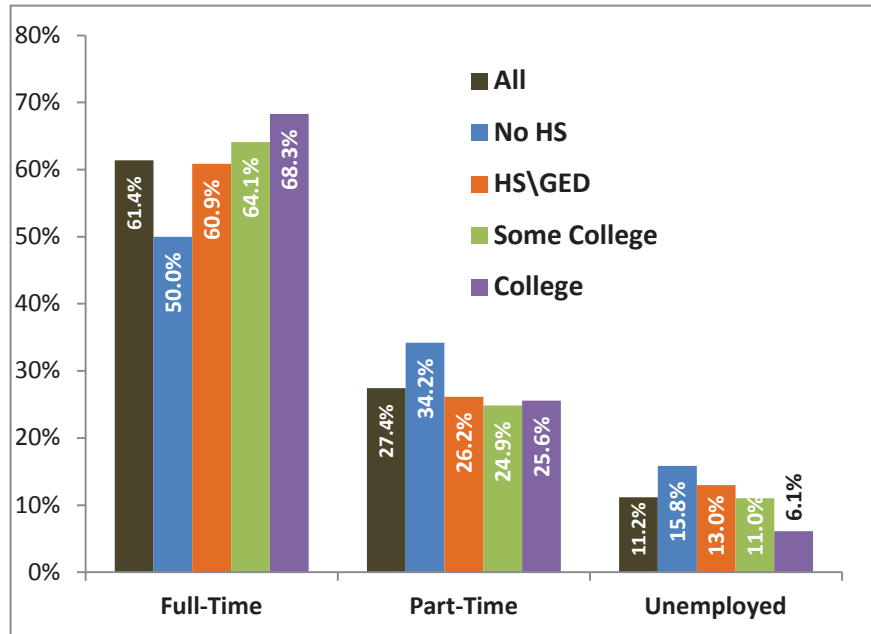
Educational attainment also affects employment status. Persons with no high school diploma exhibit rates of unemployment that more than double unemployment levels for persons with a college degree, or 15.8 percent versus 6.1 percent. Of the persons with a college degree, almost 68 percent work full-time, resulting in a full-time employment rate that is 18 percentage points greater than the rate for persons without a high school diploma (i.e. 68.3 percent versus 50.0 percent).

Figure 6 – Educational Attainment by Race / Ethnicity



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

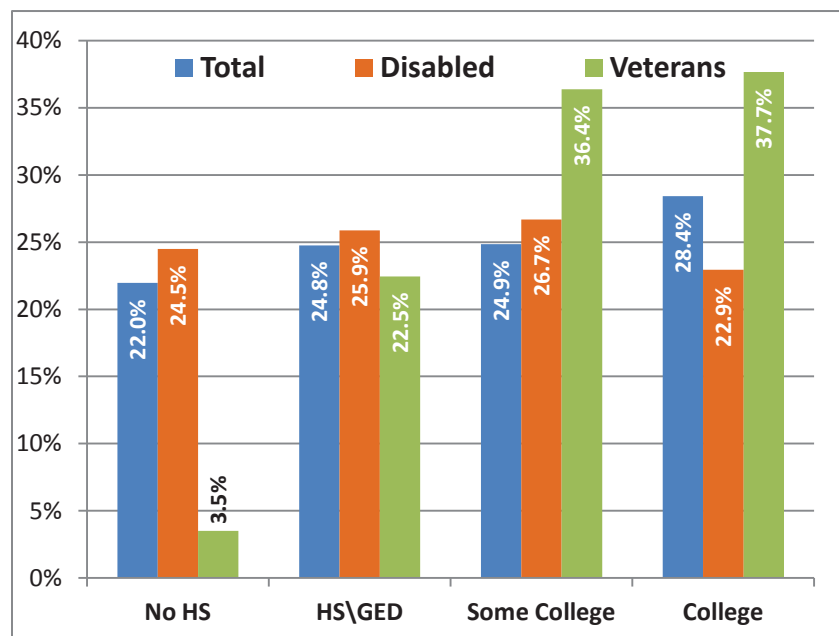
Figure 7 – Employment Status By Educational Attainment



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

Veterans in CCWC region tend to have high levels of overall educational attainment, with 3.5 percent not achieving a high school diploma (Figure 8). For the workforce as a whole, 22.0 percent do not have a high school diploma or equivalent degree. Among disabled workers, however, nearly 26.5 percent do not have a high school diploma.

Figure 8 – Educational Attainment for Disabled Workers and Veterans

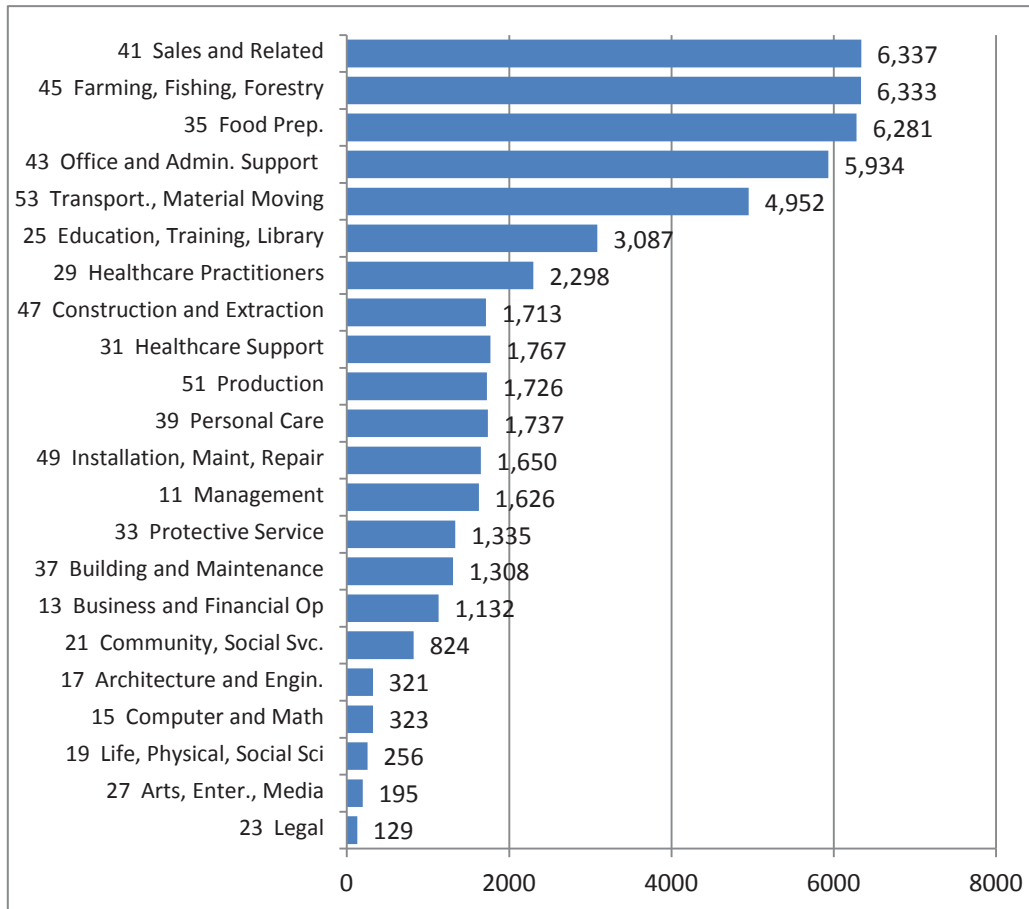


Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

UNDERUTILIZED WORKFORCE

This part of report provides a focus on part time and unemployed labor force in terms of how their educational attainment and prior occupational background matches projected annual job openings. Figure 9 reproduces the major categories of job openings listed earlier in Table 8. The largest numbers of openings are in lower skilled occupations such as farming, food service, sales and administrative office occupations. However, significant number so openings are also projected in education, production, healthcare practitioners and personal care services, which are followed closely by management and healthcare positions. Comparing these categories to the availability of currently unemployed and part time workers in Figure 10, there are substantial numbers of workers who would seemingly be available to fill these positions. However, they may need training to help upgrade their skill sets or they may need other services to help them be available for full time employment.

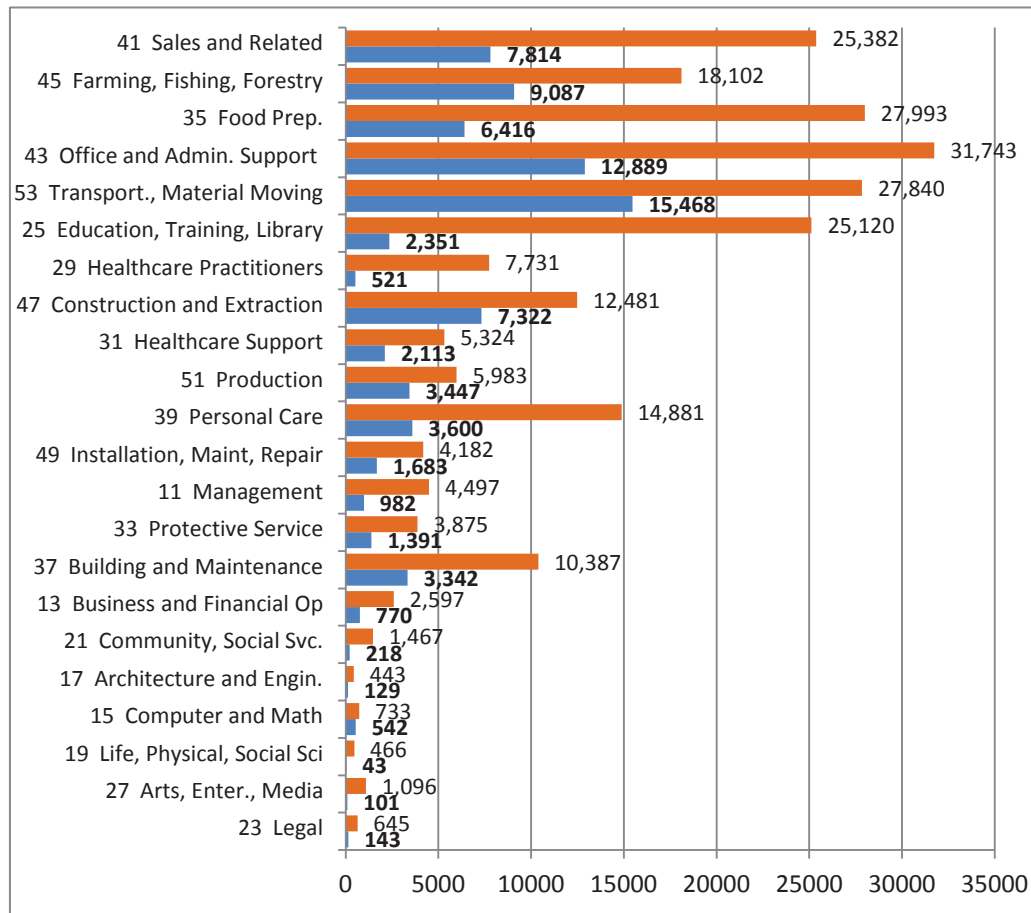
Figure 9 – Annual Openings By Major Occupational Groups



Source: ADE, Inc., based on data provided by EMSI.

Figure 11 groups job openings by three main categories of occupational level: managers and supervisory personnel; workers with specialty or higher level skills; and support positions that are more entry level or have a lower required skill set. At this level, the unemployed and part time workforce combined exceeds the available openings (shown in blue) for each category, reinforcing the notion that retraining and skills transfer may help improve the availability of workers for positions in demand by employers.

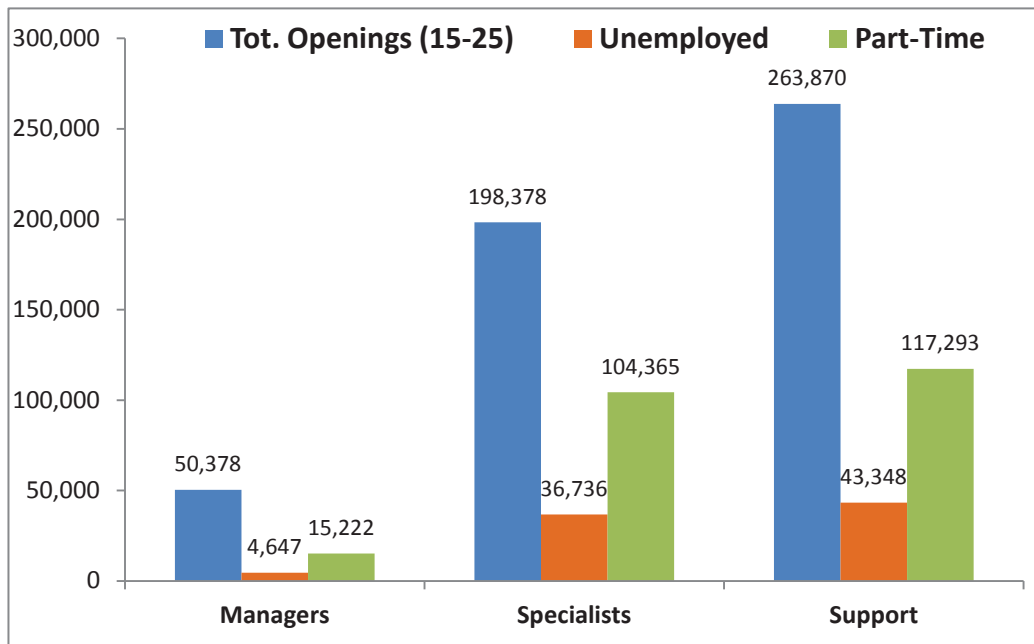
Figure 10 - Number of Unemployed and Part-Time Labor Force by Major Occupational Group



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

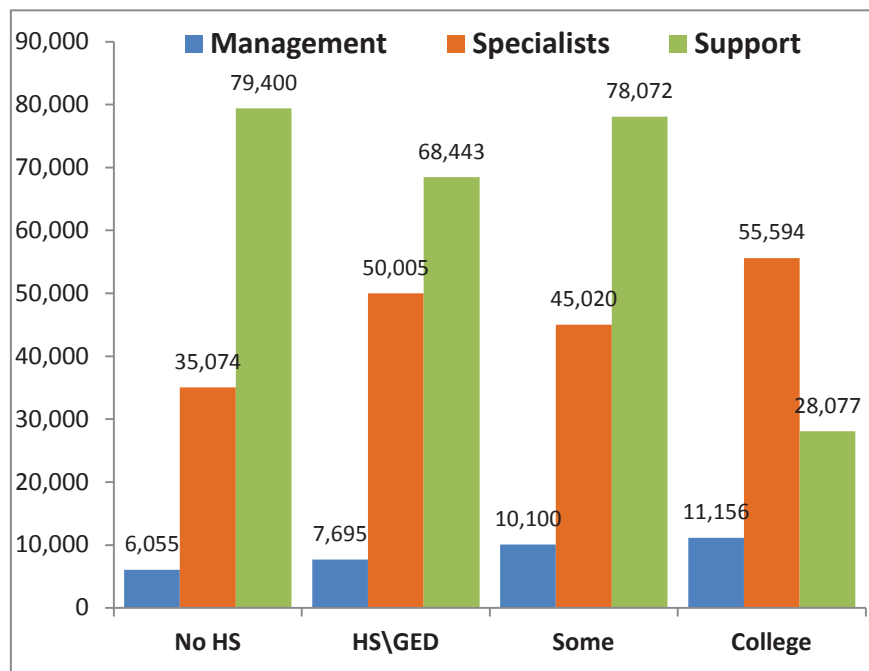
Figure 12 shows the educational level for the unemployed and part time workforce, categorized by occupational background. This figure tracks all unemployed and part-time workers, not just those who minimally qualify for the annually open positions. There are relatively few managers who have not achieved a high school diploma and the greatest number do have a high school diploma; of the 120,528 persons with no high school diploma, 6,055 (5 percent) are managers. Interestingly, the 6,055 managers with no high school diploma represent 17 percent of all managers (6,055 out of 35,006), although more than likely these persons hold lower-level managerial positions. Among mid-level workers with some special skills, most have either a college degree (55,594), or have had some college courses (45,020). Almost 28,077 workers who most recently worked in support positions also have a college degree.

Figure 11 – Part Time and Unemployment Workers By Occupational Class Compared To Annual Openings (Persons 25 and Over): Only Persons Whose Educational Attainment Commensurate With Opening Position: CCWC Region



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

Figure 12 – Part Time and Unemployed Workers By Educational Attainment and Occupational Class: CCWC Region



Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS and EMSI.

Table 9 — Summary of Overall Labor Force Trends for Select Demographic Categories (Persons 16 and Over): CCWC Region

	LABOR FORCE TRENDS BY RACE AND ETHNICITY	LABOR FORCE TRENDS BY GENDER	LABOR FORCE TRENDS BY CITIZENSHIP STATUS	LABOR FORCE TRENDS BY EDUCATIONAL ATTAINMENT (25 AND OVER)	LABOR FORCE TRENDS BY VETERAN STATUS	LABOR FORCE TRENDS BY DISABILITY STATUS
	White	Women	Citizen	College Degree	Veterans	At least One Disability
Labor Force	689,327	810,184	1,470,856	429,785	85,680	117,130
Unemployed	71,290	113,984	191,809	26,248	7,511	25,927
Unemployment Rate	10.3%	14.1%	13.0%	6.1%	8.8%	22.1%
	Latino	Men	Not Citizens	Persons with No College Degree	Not Veterans	Persons with No Reported Disability
Labor Force	870,562	1,004,502	343,829	1,083,078	1,729,005	1,697,555
Unemployed	128,560	127,175	49,350	142,738	233,648	215,232
Unemployment Rate	14.8%	12.7%	14.4%	13.2%	13.5%	12.7%
	Other					
Labor Force	254,797					
Unemployed	41,310					
Unemployment Rate	16.2%					
	Total	Total	Total	Total	Total	Total
Labor Force	1,814,685	1,814,685	1,814,685	1,512,863	1,814,685	1,814,685
Unemployed	241,159	241,159	241,159	168,986	241,159	241,159
Unemployment Rate	13.3%	13.3%	13.3%	11.2%	13.3%	13.3%

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

Table 10 — Population by Age, Race\Ethnicity, and Educational Attainment: CCWC Region

	0-15	16-19	20-24	25-29	30-34	35-54	55-64	65 +	TOTAL
Total	1,065,791	252,987	328,701	298,217	284,180	1,023,563	416,184	441,796	4,111,420
White	240,526	63,017	89,363	90,155	86,883	382,109	220,119	274,009	1,446,183
Did not earn HSD\GED	197,887	37,974	7,384	7,008	7,329	32,976	17,141	38,599	346,299
HSD\GED	14	11,838	28,252	23,961	22,556	104,145	56,658	82,917	330,340
Some college -- not attending	0	1,027	16,902	23,272	24,109	107,305	63,506	72,622	308,743
Some college -- attending	44	12,058	23,080	7,670	3,736	7,135	958	550	55,231
AA	0	45	6,468	8,196	9,269	38,237	25,186	21,140	108,541
BA +	0	76	7,277	20,049	19,884	92,311	56,670	58,181	254,448
NA	42,581	0	0	0	0	0	0	0	42,581
Latino	670,501	148,156	186,934	162,231	155,040	482,866	134,849	108,796	2,049,372
Did not earn HSD\GED	547,701	94,123	35,695	45,041	56,993	224,683	69,478	70,126	1,143,838
HSD\GED	0	28,109	60,802	50,699	44,551	118,309	26,449	18,037	346,954
Some college -- not attending	0	2,691	30,614	32,174	25,942	75,922	22,333	12,661	202,338
Some college -- attending	231	22,900	43,474	10,514	6,147	6,177	556	130	90,129
AA	0	311	10,049	12,061	9,870	23,749	7,696	3,987	67,723
BA +	0	22	6,301	11,742	11,537	34,027	8,337	3,855	75,820
NA	122,570	0	0	0	0	0	0	0	122,570
Other	154,764	41,814	52,404	45,830	42,257	158,589	61,217	58,992	615,865
Did not earn HSD\GED	128,320	24,720	6,970	5,587	6,023	26,601	16,472	21,144	235,836
HSD\GED	0	8,697	13,368	11,989	11,101	37,361	12,636	11,435	106,587
Some college -- not attending	0	1,001	8,954	10,399	8,996	35,522	12,294	9,211	86,377
Some college -- attending	0	6,891	14,684	3,128	1,853	4,366	512	192	31,627
AA	0	505	3,901	4,628	4,974	13,878	5,123	4,992	38,001
BA +	0	0	4,527	10,098	9,309	40,861	14,179	12,018	90,993
NA	26,444	0	0	0	0	0	0	0	26,444

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 11 — Labor Force by Age, Race \Ethnicity, and Educational Attainment (Persons 16 and Over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total	73,189	228,633	224,535	212,155	769,337	239,252	67,586	1,512,863	1,814,685
White	19,098	66,041	69,470	67,359	292,851	130,444	44,063	604,187	689,327
Did not earn HSD\GED	NA	NA	3,401	4,382	16,709	7,093	2,759	34,344	NA
HSD\GED	NA	NA	17,224	16,229	75,421	29,873	9,339	148,086	NA
Some college -- not attending	NA	NA	18,621	19,013	82,720	36,231	11,443	168,028	NA
Some college -- attending	NA	NA	5,641	2,600	5,306	496	128	14,171	NA
AA	NA	NA	7,086	7,795	30,930	15,127	5,504	66,442	NA
BA+	NA	NA	17,497	17,340	81,765	41,624	14,891	173,117	NA
Latino	43,509	130,678	122,484	114,752	366,197	77,078	15,865	696,376	870,562
Did not earn HSD\GED	NA	NA	28,309	39,039	160,686	36,187	8,638	272,859	NA
HSD\GED	NA	NA	39,548	32,460	89,997	15,744	2,791	180,540	NA
Some college -- not attending	NA	NA	26,882	20,417	60,795	13,520	2,370	123,984	NA
Some college -- attending	NA	NA	7,024	4,024	3,983	340	84	15,455	NA
AA	NA	NA	10,481	8,323	20,614	4,773	717	44,908	NA
BA+	NA	NA	10,241	10,488	30,121	6,515	1,265	58,630	NA
Other	10,583	31,914	32,581	30,043	110,289	31,730	7,658	212,300	254,797
Did not earn HSD\GED	NA	NA	2,411	2,829	12,718	5,976	1,334	25,267	NA
HSD\GED	NA	NA	7,753	7,372	23,413	6,361	1,100	45,999	NA
Some college -- not attending	NA	NA	8,179	6,561	25,563	6,360	1,418	48,082	NA
Some college -- attending	NA	NA	1,981	1,192	2,872	178	41	6,263	NA
AA	NA	NA	4,031	4,108	10,689	2,854	1,102	22,784	NA
BA+	NA	NA	8,226	7,980	35,034	10,001	2,663	63,905	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

**Table 12 — Part-Time Employed Labor Force by Age, Race | Ethnicity, and Educational Attainment
(Persons 16 and Over): CCWC Region**

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total	42,442	110,237	71,128	56,915	194,119	61,854	31,082	415,098	567,777
White	12,501	34,079	21,889	16,676	65,208	31,777	20,568	156,119	202,699
Did not earn HSD\GED	NA	NA	890	1,086	4,744	1,891	1,163	9,775	NA
HSD\GED	NA	NA	4,674	3,863	17,095	7,790	4,737	38,159	NA
Some college -- not attending	NA	NA	5,359	4,618	17,195	8,517	5,232	40,920	NA
Some college -- attending	NA	NA	2,599	1,059	1,355	139	70	5,222	NA
AA	NA	NA	2,892	2,205	7,066	4,128	2,445	18,736	NA
BA+	NA	NA	5,475	3,845	17,754	9,312	6,921	43,308	NA
Latino	24,196	60,244	39,194	32,507	103,830	21,841	7,280	204,652	289,092
Did not earn HSD\GED	NA	NA	10,309	14,622	54,634	12,463	3,990	96,019	NA
HSD\GED	NA	NA	12,247	7,744	22,550	4,081	1,144	47,765	NA
Some college -- not attending	NA	NA	6,946	4,252	13,840	2,763	1,023	28,825	NA
Some college -- attending	NA	NA	3,587	1,182	993	130	67	5,959	NA
AA	NA	NA	2,783	2,200	5,395	1,262	511	12,153	NA
BA+	NA	NA	3,322	2,506	6,417	1,141	545	13,932	NA
Other	5,745	15,914	10,045	7,732	25,081	8,236	3,233	54,327	75,985
Did not earn HSD\GED	NA	NA	624	932	3,362	2,072	876	7,867	NA
HSD\GED	NA	NA	2,396	1,739	5,834	1,640	456	12,065	NA
Some college -- not attending	NA	NA	2,430	1,514	5,210	1,367	416	10,937	NA
Some college -- attending	NA	NA	439	449	699	42	0	1,629	NA
AA	NA	NA	1,283	1,127	2,093	642	548	5,694	NA
BA+	NA	NA	2,872	1,971	7,883	2,473	937	16,136	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 13 — Unemployed Labor Force by Age, Race \ Ethnicity, and Educational Attainment (Persons 16 and Over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total	25,774	46,400	31,363	26,936	82,204	22,600	5,882	168,986	241,159
White	5,622	13,497	7,855	7,764	24,775	8,943	2,834	52,171	71,290
Did not earn HSD\GED	NA	NA	920	1,192	3,032	978	243	6,366	NA
HSD\GED	NA	NA	2,833	2,251	8,259	2,134	524	16,001	NA
Some college -- not attending	NA	NA	2,120	2,270	6,883	3,369	953	15,595	NA
Some college -- attending	NA	NA	710	450	1,005	101	51	2,317	NA
AA	NA	NA	439	851	2,597	764	411	5,062	NA
BA+	NA	NA	833	752	2,998	1,596	652	6,831	NA
Latino	15,920	26,040	17,089	13,944	43,326	9,814	2,425	86,599	128,560
Did not earn HSD\GED	NA	NA	4,679	5,357	23,733	6,222	1,546	41,537	NA
HSD\GED	NA	NA	6,221	4,619	10,247	1,751	538	23,376	NA
Some college -- not attending	NA	NA	3,004	2,049	5,445	1,022	235	11,754	NA
Some college -- attending	NA	NA	1,239	616	723	45	0	2,623	NA
AA	NA	NA	1,311	814	1,550	418	82	4,174	NA
BA+	NA	NA	635	490	1,629	357	24	3,136	NA
Other	4,231	6,863	6,420	5,227	14,102	3,843	624	30,216	41,310
Did not earn HSD\GED	NA	NA	677	805	2,420	817	50	4,768	NA
HSD\GED	NA	NA	2,183	1,889	4,167	830	150	9,219	NA
Some college -- not attending	NA	NA	1,525	1,344	3,417	821	106	7,212	NA
Some college -- attending	NA	NA	856	476	539	91	10	1,972	NA
AA	NA	NA	393	151	1,294	286	16	2,141	NA
BA+	NA	NA	786	563	2,266	998	292	4,905	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 14 — Unemployment Rates by Age, Race | Ethnicity, and Educational Attainment: CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total									
White	35.2%	20.3%	14.0%	12.7%	10.7%	9.4%	8.7%	11.2%	13.3%
Did not earn HSD\GED	29.4%	20.4%	11.3%	11.5%	8.5%	6.9%	6.4%	8.6%	10.3%
HSD\GED	NA	NA	27.1%	27.2%	18.1%	13.8%	8.8%	18.5%	NA
Some college -- not attending	NA	NA	16.4%	13.9%	11.0%	7.1%	5.6%	10.8%	NA
Some college -- attending	NA	NA	11.4%	11.9%	8.3%	9.3%	8.3%	9.3%	NA
AA	NA	NA	12.6%	17.3%	18.9%	20.4%	40.2%	16.4%	NA
BA+	NA	NA	6.2%	10.9%	8.4%	5.1%	7.5%	7.6%	NA
Latino	36.6%	19.9%	14.0%	12.2%	11.8%	12.7%	15.3%	12.4%	14.8%
Did not earn HSD\GED	NA	NA	16.5%	13.7%	14.8%	17.2%	17.9%	15.2%	NA
HSD\GED	NA	NA	15.7%	14.2%	11.4%	11.1%	19.3%	12.9%	NA
Some college -- not attending	NA	NA	11.2%	10.0%	9.0%	7.6%	9.9%	9.5%	NA
Some college -- attending	NA	NA	17.6%	15.3%	18.1%	13.2%	0.0%	17.0%	NA
AA	NA	NA	12.5%	9.8%	7.5%	8.8%	11.4%	9.3%	NA
BA+	NA	NA	6.2%	4.7%	5.4%	5.5%	1.9%	5.3%	NA
Other	40.0%	21.5%	19.7%	17.4%	12.8%	12.1%	8.1%	14.2%	16.2%
Did not earn HSD\GED	NA	NA	28.1%	28.4%	19.0%	13.7%	3.7%	18.9%	NA
HSD\GED	NA	NA	28.2%	25.6%	17.8%	13.0%	13.7%	20.0%	NA
Some college -- not attending	NA	NA	18.6%	20.5%	13.4%	12.9%	7.4%	15.0%	NA
Some college -- attending	NA	NA	43.2%	39.9%	18.8%	51.4%	25.2%	31.5%	NA
AA	NA	NA	9.8%	3.7%	12.1%	10.0%	1.5%	9.4%	NA
BA+	NA	NA	9.6%	7.1%	6.5%	10.0%	11.0%	7.7%	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 15 — Unemployment Rates By Age, Gender, and Educational Attainment: CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total									
Men	35.2%	20.3%	14.0%	12.7%	10.7%	9.4%	8.7%	11.2%	13.3%
Did not earn HSD\GED	37.5%	21.2%	13.1%	12.0%	9.6%	8.4%	9.3%	10.3%	12.7%
HSD\GED	NA	NA	16.0%	13.9%	12.3%	14.0%	13.0%	13.2%	NA
Some college -- not attending	NA	NA	16.2%	14.3%	10.6%	7.8%	10.3%	11.9%	NA
Some college -- attending	NA	NA	9.3%	11.3%	8.3%	8.7%	8.2%	8.9%	NA
AA	NA	NA	19.5%	21.7%	17.0%	18.2%	20.1%	19.1%	NA
BA+	NA	NA	8.8%	7.7%	7.8%	6.2%	9.5%	7.8%	NA
Women	NA	NA	6.5%	4.8%	5.1%	3.7%	6.8%	5.0%	NA
Did not earn HSD\GED	32.7%	19.2%	15.2%	13.6%	12.0%	10.7%	8.0%	12.3%	14.1%
HSD\GED	NA	NA	24.7%	20.6%	20.6%	20.1%	16.6%	20.7%	NA
Some college -- not attending	NA	NA	19.6%	18.0%	14.1%	10.4%	7.9%	14.6%	NA
Some college -- attending	NA	NA	16.0%	13.4%	10.4%	10.0%	8.8%	11.6%	NA
AA	NA	NA	18.7%	18.3%	20.0%	27.0%	30.8%	19.4%	NA
BA+	NA	NA	10.8%	9.9%	9.4%	6.7%	4.4%	9.0%	NA
	NA	NA	6.1%	5.3%	4.4%	6.6%	2.2%	5.0%	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 16 — Labor Force By Age, Citizen Status, and Educational Attainment (Persons 16 and over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total									
Citizen	73,189	228,633	224,535	212,155	769,337	239,252	67,586	1,512,863	1,814,685
Did not earn HSD\GED	66,562	200,460	183,504	162,778	586,680	208,664	62,207	1,203,834	1,470,856
HSD\GED	NA	NA	15,126	16,875	70,924	26,655	8,788	138,368	NA
Some college -- not attending	NA	NA	52,414	44,688	154,609	47,711	12,519	311,941	NA
Some college – attending	NA	NA	48,183	42,119	155,214	54,321	14,878	314,713	NA
AA	NA	NA	13,796	7,159	11,261	1,014	253	33,483	NA
BA+	NA	NA	20,090	19,032	58,694	22,193	7,255	127,264	NA
BA+	NA	NA	33,896	32,905	135,978	56,771	18,516	278,065	NA
Not Citizen	6,628	28,173	41,030	49,376	182,657	30,587	5,378	309,029	343,829
Did not earn HSD\GED	NA	NA	18,995	29,375	119,189	22,600	3,943	194,102	NA
HSD\GED	NA	NA	12,111	11,373	34,222	4,267	710	62,684	NA
Some college -- not attending	NA	NA	5,500	3,873	13,864	1,790	353	25,380	NA
Some college – attending	NA	NA	849	657	900	0	0	2,407	NA
AA	NA	NA	1,507	1,195	3,539	560	67	6,869	NA
BA+	NA	NA	2,068	2,903	10,942	1,369	304	17,587	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 17 — Unemployed Labor Force By Age, Citizen Status, and Educational Attainment (Persons 16 and over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total	25,774	46,400	31,363	26,936	82,204	22,600	5,882	168,986	241,159
Citizen	23,919	41,471	26,370	20,707	57,849	17,041	4,453	126,419	191,809
Did not earn HSD\GED	NA	NA	4,534	3,867	11,183	3,499	922	24,005	NA
HSD\GED	NA	NA	9,452	6,832	18,625	4,232	817	39,959	NA
Some college -- not attending	NA	NA	5,946	5,135	14,630	4,976	1,224	31,911	NA
Some college -- attending	NA	NA	2,608	1,458	2,121	238	62	6,487	NA
AA	NA	NA	1,995	1,770	5,098	1,388	460	10,711	NA
BA+	NA	NA	1,835	1,643	6,193	2,708	968	13,346	NA
Not Citizen	1,855	4,929	4,993	6,229	24,355	5,559	1,430	42,567	49,350
Did not earn HSD\GED	NA	NA	1,741	3,486	18,003	4,518	918	28,666	NA
HSD\GED	NA	NA	1,785	1,926	4,047	484	394	8,636	NA
Some college -- not attending	NA	NA	703	527	1,115	236	69	2,650	NA
Some college -- attending	NA	NA	196	83	146	0	0	425	NA
AA	NA	NA	148	45	343	80	48	665	NA
BA+	NA	NA	420	162	700	242	0	1,525	NA

Table 18 — Labor Force By Citizen Status, Age, and Educational Attainment: Unemployment Rates: CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total									
Citizen	35.2%	20.3%	14.0%	12.7%	10.7%	9.4%	8.7%	11.2%	13.3%
Did not earn HSD\GED	35.9%	20.7%	14.4%	12.7%	9.9%	8.2%	7.2%	10.5%	13.0%
HSD\GED	NA	NA	30.0%	22.9%	15.8%	13.1%	10.5%	17.3%	NA
Some college -- not attending	NA	NA	18.0%	15.3%	12.0%	8.9%	6.5%	12.8%	NA
Some college -- attending	NA	NA	12.3%	12.2%	9.4%	9.2%	8.2%	10.1%	NA
AA	NA	NA	18.9%	20.4%	18.8%	23.4%	24.4%	19.4%	NA
BA+	NA	NA	9.9%	9.3%	8.7%	6.3%	6.3%	8.4%	NA
Not Citizen	28.0%	17.5%	12.2%	12.6%	13.3%	18.2%	26.6%	13.8%	14.4%
Did not earn HSD\GED	NA	NA	9.2%	11.9%	15.1%	20.0%	23.3%	14.8%	NA
HSD\GED	NA	NA	14.7%	16.9%	11.8%	11.3%	55.5%	13.8%	NA
Some college -- not attending	NA	NA	12.8%	13.6%	8.0%	13.2%	19.5%	10.4%	NA
Some college -- attending	NA	NA	23.1%	12.6%	16.2%	NA	NA	17.6%	NA
AA	NA	NA	9.8%	3.8%	9.7%	14.3%	71.8%	9.7%	NA
BA+	NA	NA	20.3%	5.6%	6.4%	17.7%	0.1%	8.7%	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 19 — Labor Force By Age, Disability Status, and Educational Attainment (Persons 16 and over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total									
No Reported Disability	73,189	228,633	224,535	212,155	769,337	239,252	67,586	1,512,863	1,814,685
Did not earn HSD\GED	70,040	220,060	215,711	202,038	721,989	214,139	53,579	1,407,455	1,697,555
HSD\GED	NA	NA	32,877	43,713	176,709	43,514	9,839	306,653	NA
Some college -- not attending	NA	NA	61,393	53,421	176,639	45,723	10,171	347,347	NA
Some college -- attending	NA	NA	51,645	42,938	158,472	49,817	11,529	314,401	NA
AA	NA	NA	13,909	7,303	11,249	833	161	33,455	NA
BA+	NA	NA	20,978	19,574	58,374	20,168	5,880	124,974	NA
BA+	NA	NA	34,909	35,088	140,546	54,084	15,999	280,625	NA
At Least One Disability	3,150	8,572	8,823	10,117	47,348	25,113	14,006	105,408	117,130
Did not earn HSD\GED	NA	NA	1,243	2,537	13,404	5,741	2,891	25,817	NA
HSD\GED	NA	NA	3,132	2,641	12,192	6,255	3,058	27,278	NA
Some college -- not attending	NA	NA	2,037	3,054	10,606	6,294	3,702	25,693	NA
Some college -- attending	NA	NA	736	513	912	181	92	2,434	NA
AA	NA	NA	620	652	3,860	2,585	1,442	9,159	NA
BA+	NA	NA	1,055	720	6,374	4,056	2,821	15,027	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 20 — Unemployed Labor Force By Age, Disability Status, and Educational Attainment (Persons 16 and over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total	25,774	46,400	31,363	26,936	82,204	22,600	5,882	168,986	241,159
No Reported Disability	23,908	43,238	28,963	24,137	72,341	18,561	4,085	148,086	215,232
Did not earn HSD\GED	NA	NA	6,013	6,382	25,611	6,647	1,309	45,963	NA
HSD\GED	NA	NA	10,046	7,933	19,752	3,926	804	42,460	NA
Some college -- not attending	NA	NA	6,059	5,107	13,628	4,368	877	30,039	NA
Some college -- attending	NA	NA	2,561	1,370	2,079	215	31	6,256	NA
AA	NA	NA	2,081	1,669	5,016	1,045	327	10,139	NA
BA+	NA	NA	2,202	1,676	6,254	2,360	737	13,229	NA
At Least One Disability	1,865	3,162	2,400	2,799	9,863	4,039	1,797	20,900	25,927
Did not earn HSD\GED	NA	NA	262	971	3,575	1,370	530	6,708	NA
HSD\GED	NA	NA	1,191	825	2,921	789	408	6,134	NA
Some college -- not attending	NA	NA	590	556	2,117	843	416	4,521	NA
Some college -- attending	NA	NA	243	171	187	23	31	656	NA
AA	NA	NA	62	147	425	423	181	1,238	NA
BA+	NA	NA	52	130	639	591	231	1,642	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 21 — Labor Force By Disability Status, Age, and Educational Attainment: Unemployment Rates: CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total	35.2%	20.3%	14.0%	12.7%	10.7%	9.4%	8.7%	11.2%	13.3%
No Reported Disability	34.1%	19.6%	13.4%	11.9%	10.0%	8.7%	7.6%	10.5%	12.7%
Did not earn HSD\GED	NA	NA	18.3%	14.6%	14.5%	15.3%	13.3%	15.0%	NA
HSD\GED	NA	NA	16.4%	14.8%	11.2%	8.6%	7.9%	12.2%	NA
Some college -- not attending	NA	NA	11.7%	11.9%	8.6%	8.8%	7.6%	9.6%	NA
Some college -- attending	NA	NA	18.4%	18.8%	18.5%	25.8%	19.0%	18.7%	NA
AA	NA	NA	9.9%	8.5%	8.6%	5.2%	5.6%	8.1%	NA
BA+	NA	NA	6.3%	4.8%	4.4%	4.4%	4.6%	4.7%	NA
At Least One Disability	59.2%	36.9%	27.2%	27.7%	20.8%	16.1%	12.8%	19.8%	22.1%
Did not earn HSD\GED	NA	NA	21.1%	38.3%	26.7%	23.9%	18.3%	26.0%	NA
HSD\GED	NA	NA	38.0%	31.2%	24.0%	12.6%	13.3%	22.5%	NA
Some college -- not attending	NA	NA	28.9%	18.2%	20.0%	13.4%	11.2%	17.6%	NA
Some college -- attending	NA	NA	33.0%	33.4%	20.5%	12.7%	33.8%	26.9%	NA
AA	NA	NA	10.0%	22.5%	11.0%	16.4%	12.6%	13.5%	NA
BA+	NA	NA	4.9%	18.0%	10.0%	14.6%	8.2%	10.9%	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 22 — Labor Force By Age, Veteran Status, and Educational Attainment (Persons 16 and over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total									
Not Veterans	73,189	228,633	224,535	212,155	769,337	239,252	67,586	1,512,863	1,814,685
Did not earn HSD\GED	73,146	225,677	219,302	204,679	734,820	218,142	53,239	1,430,182	1,729,005
HSD\GED	NA	NA	34,078	46,145	189,361	48,195	11,785	329,565	NA
Some college -- not attending	NA	NA	63,162	54,446	179,990	47,612	10,852	356,062	NA
Some college -- attending	NA	NA	51,719	43,126	157,633	49,223	10,988	312,690	NA
AA	NA	NA	13,916	7,387	10,899	854	162	33,218	NA
BA+	NA	NA	21,018	19,092	57,302	19,240	5,284	121,936	NA
BA+	NA	NA	35,408	34,483	139,635	53,018	14,168	276,712	NA
Veterans	44	2,955	5,233	7,476	34,516	21,110	14,347	82,681	85,680
Did not earn HSD\GED	NA	NA	43	105	751	1,060	945	2,905	NA
HSD\GED	NA	NA	1,363	1,616	8,841	4,366	2,378	18,563	NA
Some college -- not attending	NA	NA	1,963	2,866	11,445	6,887	4,242	27,404	NA
Some college -- attending	NA	NA	729	429	1,262	160	91	2,671	NA
AA	NA	NA	579	1,134	4,932	3,513	2,038	12,197	NA
BA+	NA	NA	555	1,325	7,285	5,122	4,652	18,941	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 23 — Unemployed Labor Force By Age, Veteran Status, and Educational Attainment (Persons 16 and over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total	25,774	46,400	31,363	26,936	82,204	22,600	5,882	168,986	241,159
Not Veterans	25,774	45,630	30,673	26,270	79,623	20,949	4,729	162,244	233,648
Did not earn HSD\GED	NA	NA	6,275	7,353	29,062	7,878	1,739	52,308	NA
HSD\GED	NA	NA	11,022	8,574	21,870	4,319	1,089	46,874	NA
Some college -- not attending	NA	NA	6,354	5,406	15,090	4,650	914	32,414	NA
Some college -- attending	NA	NA	2,743	1,444	2,030	212	31	6,460	NA
AA	NA	NA	2,113	1,816	5,112	1,282	241	10,563	NA
BA +	NA	NA	2,166	1,677	6,457	2,608	716	13,625	NA
Veterans	0	770	690	666	2,581	1,651	1,153	6,742	7,511
Did not earn HSD\GED	NA	NA	0	0	124	139	100	363	NA
HSD\GED	NA	NA	215	184	802	396	123	1,720	NA
Some college -- not attending	NA	NA	294	256	655	561	379	2,146	NA
Some college -- attending	NA	NA	62	98	236	26	30	451	NA
AA	NA	NA	30	0	329	186	268	813	NA
BA +	NA	NA	88	128	436	342	253	1,247	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Table 24 — Labor Force By Veteran Status, Age, and Educational Attainment: Unemployment Rates: CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL 25+ ONLY	TOTAL
Total									
Not Veterans	35.2%	20.3%	14.0%	12.7%	10.7%	9.4%	8.7%	11.2%	13.3%
Did not earn HSD\GED	35.2%	20.2%	14.0%	12.8%	10.8%	9.6%	8.9%	11.3%	13.5%
HSD\GED	NA	NA	18.4%	15.9%	15.3%	16.3%	14.8%	15.9%	NA
Some college -- not attending	NA	NA	17.4%	15.7%	12.2%	9.1%	10.0%	13.2%	NA
Some college -- attending	NA	NA	12.3%	12.5%	9.6%	9.4%	8.3%	10.4%	NA
AA	NA	NA	19.7%	19.5%	18.6%	24.8%	19.3%	19.4%	NA
BA+	NA	NA	10.1%	9.5%	8.9%	6.7%	4.6%	8.7%	NA
Veterans	NA	NA	6.1%	4.9%	4.6%	4.9%	5.1%	4.9%	NA
Did not earn HSD\GED	0.0%	26.0%	13.2%	8.9%	7.5%	7.8%	8.0%	8.2%	8.8%
HSD\GED	NA	NA	0.0%	0.0%	16.5%	13.1%	10.6%	12.5%	NA
Some college -- not attending	NA	NA	15.8%	11.4%	9.1%	9.1%	5.2%	9.3%	NA
Some college -- attending	NA	NA	15.0%	8.9%	5.7%	8.2%	8.9%	7.8%	NA
AA	NA	NA	8.5%	22.8%	18.7%	16.0%	33.3%	16.9%	NA
BA+	NA	NA	5.2%	0.0%	6.7%	5.3%	13.1%	6.7%	NA
	NA	NA	15.9%	9.7%	6.0%	6.7%	5.4%	6.6%	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

**Table 25 — Employed and Unemployed Labor Force By College Degree Status and Economic Sector
(Persons 25 and Over): CCWC Region**

	COLLEGE DEGREE				NO COLLEGE DEGREE			
	Full-Time	Part-Time	Unem- ployed	UER	Full-Time	Part-Time	Unem- ployed	UER
Total	293,637	109,958	26,248	6.1%	635,199	305,140	142,738	13.2%
11 Agriculture	7,469	1,965	715	7.0%	75,080	64,851	25,230	15.3%
21 Mining	3,330	434	48	1.3%	11,441	1,454	693	5.1%
22 Utilities	4,090	334	128	2.8%	7,901	709	144	1.6%
23 Construction	9,538	3,425	1,128	8.0%	51,068	22,676	12,829	14.8%
31 Manufacturing	20,027	3,217	2,077	8.2%	79,291	17,082	13,097	12.0%
42 Wholesale	8,081	1,742	482	4.7%	30,457	9,275	4,928	11.0%
43 Retail	17,593	8,704	2,438	8.5%	70,213	33,153	11,626	10.1%
48 Transportation	4,436	1,791	532	7.9%	29,218	9,036	3,543	8.5%
49 Warehousing	1,705	818	293	10.4%	9,968	4,163	1,401	9.0%
51 Information	4,921	930	586	9.1%	8,488	1,675	1,625	13.8%
52 Finance	12,279	2,723	892	5.6%	17,213	3,645	2,174	9.4%
53 Real Estate	4,689	2,454	460	6.0%	11,249	4,425	1,362	8.0%
54 Professional Technical	21,598	7,540	1,591	5.2%	15,275	6,190	2,559	10.7%
55 MCE	369	32	0	0.0%	338	253	0	0.0%
56 Admin Support	5,312	3,668	1,621	15.3%	26,093	19,817	9,069	16.5%
56 Waste Mgt	400	91	0	0.0%	4,076	1,375	653	10.7%
61 Education	50,913	31,732	3,189	3.7%	19,282	18,914	2,837	6.9%
62 Health	64,023	23,654	3,394	3.7%	62,477	30,425	10,116	9.8%
71 Arts, Entrmnt, etc.	2,809	2,033	521	9.7%	6,840	4,086	1,771	13.9%
72 Accommodations	1,177	416	177	10.0%	4,772	2,636	903	10.9%
72 Food Services	4,055	3,244	787	9.7%	23,985	23,098	6,209	11.7%
81 Other Services	8,485	5,278	1,104	7.4%	28,530	18,931	4,627	8.9%
92 Public Sector	30,163	3,365	1,357	3.9%	34,486	6,846	3,187	7.2%

	COLLEGE DEGREE				NO COLLEGE DEGREE			
	Full-Time	Part-Time	Unem- ployed	UER	Full-Time	Part-Time	Unem- ployed	UER
98 Military	6,175	367	187	2.8%	7,458	423	370	4.5%
99 Long-Term Unemployed			2,541				21,787	

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS (Internal: file = H:\zTEMPORARY\2016_projects\CCWC--2016\01_DATA\IPUMS\06_EZ-TAG--OUTPUTS\05_Fresno\EZ-TAGS--zSector-05_Fresno--25+.xlsx)

CONCLUSION

At 1.4 percent a year, jobs in CCWC region is expected to grow modestly from now to 2025, although analysts project a number of sectors (Construction, Health, Logistics, Professional, Scientific and Technical Services, Administrative Support, Education, Health Care and Food Services) to exceed this overall annual growth rate. However, qualified workers are in short supply for certain key job categories. Based on the analysis presented in this report and discussions with key employers and workforce training organizations, the following can be identified as potential priorities for additional training efforts.

- Medical Technicians
- Electricians
- Maintenance Mechanics
- Ability to use computer operated processing controls and instruments (and related English competency)
- Workers with supervisory and management skills
- Business skills

APPENDIX

The following tables provide more detailed information on the topics discussed in the report.

Appendix Table 1 - Employment Projections By Industry Clusters: Agriculture: Distribution: CCWC Region

NAICS	Description	2015	2025	Chg	CAGR	Rank Chg
Total		89,574	107,789	18,215	2%	
424410	General Line Grocery Merchant Wholesalers	2,825	3,385	560	2%	11
424420	Packaged Frozen Food Merchant Wholesalers	231	289	58	2%	30
424430	Dairy Product (except Dried or Canned) Merchant Wholesalers	717	889	172	2%	19
424440	Poultry and Poultry Product Merchant Wholesalers	96	77	-19	-2%	45
424450	Confectionery Merchant Wholesalers	744	808	64	1%	28
424460	Fish and Seafood Merchant Wholesalers	99	168	69	5%	27
424470	Meat and Meat Product Merchant Wholesalers	500	599	99	2%	24
424480	Fresh Fruit and Vegetable Merchant Wholesalers	3,586	4,329	743	2%	9
424490	Other Grocery and Related Products Merchant Wholesalers	3,797	5,097	1,300	3%	5
424510	Grain and Field Bean Merchant Wholesalers	287	408	121	4%	21
424520	Livestock Merchant Wholesalers	259	218	-41	-2%	47
424590	Other Farm Product Raw Material Merchant Wholesalers	286	345	59	2%	29
424810	Beer and Ale Merchant Wholesalers	1,024	1,105	81	1%	25
424820	Wine and Distilled Alcoholic Beverage Merchant Wholesalers	1,123	2,013	890	6%	7
424910	Farm Supplies Merchant Wholesalers	3,611	4,520	909	2%	6
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	196	182	-14	-1%	44
445110	Supermarkets and Other Grocery (except Convenience) Stores	24,530	27,540	3,010	1%	1
445120	Convenience Stores	1,797	2,201	404	2%	12
445210	Meat Markets	701	822	121	2%	21
445220	Fish and Seafood Markets	6	6	0	0%	41
445291	Baked Goods Stores	200	321	121	5%	21
445292	Confectionery and Nut Stores	260	387	127	4%	20
445299	All Other Specialty Food Stores	561	201	-360	-10%	49
445310	Beer, Wine, and Liquor Stores	992	1,028	36	0%	32
481111	Scheduled Passenger Air Transportation	379	168	-211	-8%	48
481112	Scheduled Freight Air Transportation	107	130	23	2%	34

NAICS	Description	2015	2025	Chg	CAGR	Rank Chg
481211	Nonscheduled Chartered Passenger Air Transportation	171	216	45	2%	31
481212	Nonscheduled Chartered Freight Air Transportation	20	21	1	0%	39
482110	Rail transportation	1,757	2,007	250	1%	16
483111	Deep Sea Freight Transportation	16	26	10	5%	37
483113	Coastal and Great Lakes Freight Transportation	9	27	18	12%	36
483212	Inland Water Passenger Transportation	21	22	1	0%	39
484110	General Freight Trucking, Local	5,455	6,215	760	1%	8
484121	General Freight Trucking, Long-Distance, Truckload	6,170	8,314	2,144	3%	3
484122	General Freight Trucking, Long-Distance, Less Than Truckload	2,349	2,656	307	1%	15
484220	Specialized Freight (except Used Goods) Trucking, Local	7,260	9,134	1,874	2%	4
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	1,265	1,962	697	4%	10
488111	Air Traffic Control	12	0	-12	-100%	43
488119	Other Airport Operations	128	148	20	1%	35
488190	Other Support Activities for Air Transportation	904	910	6	0%	38
488210	Support Activities for Rail Transportation	578	789	211	3%	18
488310	Port and Harbor Operations	224	186	-38	-2%	46
488320	Marine Cargo Handling	54	81	27	4%	33
488390	Other Support Activities for Water Transportation	3	3	0	0%	41
488510	Freight Transportation Arrangement	872	1,270	398	4%	13
488991	Packing and Crating	593	923	330	5%	14
493110	General Warehousing and Storage	11,234	13,773	2,539	2%	2
493120	Refrigerated Warehousing and Storage	1,414	1,644	230	2%	17
493190	Other Warehousing and Storage	151	226	75	4%	26

Source: Applied Development Economics, based on EMSI 2015 Q4 QCEW and Non-QCEW Industry Employment Data

Appendix Table 2 — Employment Projections by Industry Clusters: Agriculture: Processing: CCWC Region

NAICS	Description	2015	2025	Chg	CAGR	Rank Chg
Total		64,091	69,887	5,796	1 %	
311111	Dog and Cat Food Manufacturing	287	187	-100	-4%	52
311119	Other Animal Food Manufacturing	1,413	1,675	262	2%	12
311211	Flour Milling	356	229	-127	-4%	53
311212	Rice Milling	9	9	0	0%	32
311221	Wet Corn Milling	425	675	250	5%	13
311225	Fats and Oils Refining and Blending	6	6	0	0%	32
311230	Breakfast Cereal Manufacturing	359	57	-302	-17%	57
311313	Beet Sugar Manufacturing	27	0	-27	-100%	46
311340	Nonchocolate Confectionery Manufacturing	100	215	115	8%	17
311352	Confectionery Manufacturing from Purchased Chocolate	13	3	-10	-14%	42
311411	Frozen Fruit, Juice, and Vegetable Manufacturing	2,598	2,462	-136	-1%	54
311412	Frozen Specialty Food Manufacturing	1,934	2,042	108	1%	18
311421	Fruit and Vegetable Canning	7,588	6,985	-603	-1%	58
311422	Specialty Canning	55	0	-55	-100%	49
311423	Dried and Dehydrated Food Manufacturing	2,261	1,632	-629	-3%	59
311511	Fluid Milk Manufacturing	2,493	2,955	462	2%	8
311512	Creamery Butter Manufacturing	101	141	40	3%	26
311513	Cheese Manufacturing	4,334	4,887	553	1%	6
311514	Dry, Condensed, and Evaporated Dairy Product Manufacturing	420	437	17	0%	27
311520	Ice Cream and Frozen Dessert Manufacturing	1,447	1,808	361	2%	10
311611	Animal (except Poultry) Slaughtering	2,563	3,150	587	2%	5
311612	Meat Processed from Carcasses	1,815	2,340	525	3%	7
311613	Rendering and Meat Byproduct Processing	178	83	-95	-7%	51
311615	Poultry Processing	7,895	8,568	673	1%	4
311811	Retail Bakeries	424	408	-16	0%	43
311812	Commercial Bakeries	1,093	834	-259	-3%	55
311813	Frozen Cakes, Pies, and Other Pastries Manufacturing	14	6	-8	-8%	41
311821	Cookie and Cracker Manufacturing	53	6	-47	-20%	47

NAICS	Description	2015	2025	Chg	CAGR	Rank Chg
311824	Dry Pasta, Dough, and Flour Mixes Mfg from Purchased Flour	28	43	15	4%	28
311830	Tortilla Manufacturing	854	946	92	1%	19
311911	Roasted Nuts and Peanut Butter Manufacturing	4,399	5,104	705	1%	3
311919	Other Snack Food Manufacturing	1,346	1,433	87	1%	20
311920	Coffee and Tea Manufacturing	6	14	8	9%	31
311930	Flavoring Syrup and Concentrate Manufacturing	3	3	0	0%	32
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	30	29	-1	0%	38
311942	Spice and Extract Manufacturing	12	12	0	0%	32
311991	Perishable Prepared Food Manufacturing	2,119	2,544	425	2%	9
311999	All Other Miscellaneous Food Manufacturing	892	1,216	324	3%	11
312111	Soft Drink Manufacturing	996	1,186	190	2%	15
312112	Bottled Water Manufacturing	124	167	43	3%	25
312113	Ice Manufacturing	100	99	-1	0%	38
312120	Breweries	102	157	55	4%	23
312130	Wineries	6,334	7,745	1,411	2%	1
312140	Distilleries	92	76	-16	-2%	43
313210	Broadwoven Fabric Mills	31	43	12	3%	29
313230	Nonwoven Fabric Mills	3	3	0	0%	32
316110	Leather and Hide Tanning and Finishing	56	6	-50	-20%	48
321113	Sawmills	165	210	45	2%	24
321920	Wood Container and Pallet Manufacturing	822	1,029	207	2%	14
322211	Corrugated and Solid Fiber Box Manufacturing	2,307	3,090	783	3%	2
322212	Folding Paperboard Box Manufacturing	159	158	-1	0%	38
322291	Sanitary Paper Product Manufacturing	13	23	10	6%	30
325411	Medicinal and Botanical Manufacturing	114	199	85	6%	21
325414	Biological Product (except Diagnostic) Manufacturing	3	3	0	0%	32
326111	Plastics Bag and Pouch Manufacturing	120	201	81	5%	22
326160	Plastics Bottle Manufacturing	229	145	-84	-4%	50
327213	Glass Container Manufacturing	1,586	1,711	125	1%	16
332431	Metal Can Manufacturing	664	394	-270	-5%	56

NAICS	Description	2015	2025	Chg	CAGR	Rank Chg
332439	Other Metal Container Manufacturing	121	98	-23	-2%	45

Source: Applied Development Economics, based on EMSI 2015 Q4 QCEW and Non-QCEW Industry Employment Data (CAGR = compound annual growth rate)

Appendix Table 3 — Employment Projections by Industry Clusters: Agriculture: Production: CCWC Region

Industry	NAICS	2015	2025p	Change	CAGR
Total		65,522	63,514	-2,008	-0.3%
111000	Crop Production	46,809	45,545	-1,264	-0.3%
112000	Animal Production and Aquaculture	18,521	17,793	-728	-0.4%
113210	Forest Nurseries and Gathering of Forest Products	177	164	-13	-0.8%
114111	Finfish Fishing	3	3	0	0.0%
114112	Shellfish Fishing	3	3	0	0.0%
114210	Hunting and Trapping	9	6	-3	-4.0%

Source: Applied Development Economics, based on EMSI 2015 Q4 QCEW and Non-QCEW Industry Employment Data

Appendix Table 4 — Employment Projections by Industry Clusters: Agriculture: Support: CCWC Region

NAICS	Description	2015	2025p	Chg	CAGR
Total		199,207	228,216	29,009	1.4%
115111	Cotton Ginning	188	9	-179	-26.2%
115112	Soil Preparation, Planting, and Cultivating	4,825	5,265	440	0.9%
115113	Crop Harvesting, Primarily by Machine	2,474	2,442	-32	-0.1%
115114	Postharvest Crop Activities (except Cotton Ginning)	19,667	21,250	1,583	0.8%
115115	Farm Labor Contractors and Crew Leaders	92,059	104,398	12,339	1.3%
115116	Farm Management Services	5,091	6,276	1,185	2.1%
115210	Support Activities for Animal Production	512	495	-17	-0.3%
115310	Support Activities for Forestry	142	199	57	3.4%
221310	Water Supply and Irrigation Systems	1,053	1,385	332	2.8%
237110	Water and Sewer Line and Related Structures Construction	2,582	3,179	597	2.1%
325311	Nitrogenous Fertilizer Manufacturing	67	6	-61	-21.4%

NAICS	Description	2015	2025p	Chg	CAGR
325312	Phosphatic Fertilizer Manufacturing	202	172	-30	-1.6%
325314	Fertilizer (Mixing Only) Manufacturing	337	407	70	1.9%
325320	Pesticide and Other Agricultural Chemical Manufacturing	104	79	-25	-2.7%
326291	Rubber Product Manufacturing for Mechanical Use	116	85	-31	-3.1%
326299	All Other Rubber Product Manufacturing	284	393	109	3.3%
332311	Prefabricated Metal Building and Component Manufacturing	714	585	-129	-2.0%
332420	Metal Tank (Heavy Gauge) Manufacturing	180	221	41	2.1%
333111	Farm Machinery and Equipment Manufacturing	1,527	1,599	72	0.5%
333911	Pump and Pumping Equipment Manufacturing	653	687	34	0.5%
333924	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	92	92	0	0.0%
333992	Welding and Soldering Equipment Manufacturing	33	54	21	5.0%
333993	Packaging Machinery Manufacturing	723	790	67	0.9%
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	2,374	2,436	62	0.3%
423830	Industrial Machinery and Equipment Merchant Wholesalers	3,287	3,788	501	1.4%
423840	Industrial Supplies Merchant Wholesalers	757	799	42	0.5%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	302	367	65	2.0%
423860	Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers	239	413	174	5.6%
444210	Outdoor Power Equipment Stores	209	76	-133	-9.6%
444220	Nursery, Garden Center, and Farm Supply Stores	1,457	1,499	42	0.3%
522292	Real Estate Credit	898	569	-329	-4.5%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	603	930	327	4.4%
541360	Geophysical Surveying and Mapping Services	47	83	36	5.9%
541370	Surveying and Mapping (except Geophysical) Services	291	482	191	5.2%
541380	Testing Laboratories	1,687	2,495	808	4.0%
541613	Marketing Consulting Services	242	357	115	4.0%
541614	Process, Physical Distribution, and Logistics Consulting Services	607	1,147	540	6.6%
541620	Environmental Consulting Services	486	771	285	4.7%
541690	Other Scientific and Technical Consulting Services	3,185	4,857	1,672	4.3%
541810	Advertising Agencies	358	394	36	1.0%
541820	Public Relations Agencies	67	74	7	1.0%

NAICS	Description	2015	2025p	Chg	CAGR
541830	Media Buying Agencies	9	9	0	0.0%
541840	Media Representatives	129	124	-5	-0.4%
541850	Outdoor Advertising	60	19	-41	-10.9%
541870	Advertising Material Distribution Services	65	18	-47	-12.0%
541890	Other Services Related to Advertising	858	1,072	214	2.3%
541940	Veterinary Services	2,621	3,119	498	1.8%
551111	Offices of Bank Holding Companies	3	0	-3	-100.0%
551112	Offices of Other Holding Companies	112	15	-97	-18.2%
551114	Corporate, Subsidiary, and Regional Managing Offices	10,838	9,454	-1,384	-1.4%
561110	Office Administrative Services	2,448	2,680	232	0.9%
561320	Temporary Help Services	21,618	29,190	7,572	3.0%
561710	Exterminating and Pest Control Services	1,381	1,497	116	0.8%
561730	Landscaping Services	4,526	4,510	-16	0.0%
562213	Solid Waste Combustors and Incinerators	46	9	-37	-15.1%
562219	Other Nonhazardous Waste Treatment and Disposal	242	336	94	3.3%
562920	Materials Recovery Facilities	300	387	87	2.6%
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	3,230	4,172	942	2.6%

Source: Applied Development Economics, based on EMSI 2015 Q4 QCEW and Non-QCEW Industry Employment Data

Appendix Table 5 — Employment Projections by Industry Clusters: Energy: CCWC Region

NAICS	Description	Sub-Cluster	2015	2025p	Chg	CAGR
Total			85,670	100,077	14,407	1.6%
211111	Crude Petroleum and Natural Gas Extraction	01 Energy Core--01Petroleum	2,778	2,778	0	0.0%
211112	Natural Gas Liquid Extraction	01 Energy Core--01Petroleum	32	32	0	0.0%
212399	All Other Nonmetallic Mineral Mining	01 Energy Core--01Petroleum	57	3	-54	-25.5%
213111	Drilling Oil and Gas Wells	01 Energy Core--01Petroleum	1,453	1,453	0	0.0%
	Support Activities for Oil and Gas Operations					
213112	Petroleum Refineries	01 Energy Core--01Petroleum	5,132	5,132	0	0.0%
324110	Petroleum Bulk Stations and Terminals	01 Energy Core--01Petroleum	877	1,013	136	1.5%
424710	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	01 Energy Core--02 Petroleum Distribution	651	851	200	2.7%
424720						
486110	Pipeline Transportation of Crude Oil	01 Energy Core--02 Petroleum Distribution	874	875	1	0.0%
486210	Pipeline Transportation of Natural Gas	01 Energy Core--02 Petroleum Distribution	419	474	55	1.2%
	Pipeline Transportation of Refined Petroleum Products	01 Energy Core--02 Petroleum Distribution	50	31	-19	-4.7%
486910	Hydroelectric Power Generation	01 Energy Core--02 Petroleum Distribution	104	106	2	0.2%
221111	Fossil Fuel Electric Power Generation	01 Energy Core--03 Power Generation	150	0	-150	-100.0%
221112	Electric Bulk Power Transmission and Control	01 Energy Core--03 Power Generation	1,977	2,518	541	2.4%
221121	Electric Power Distribution	01 Energy Core--03 Power Generation	38	59	21	4.5%
221122	Natural Gas Distribution	01 Energy Core--03 Power Generation	3	3	0	0.0%
221210	Nuclear Electric Power Generation	01 Energy Core--03 Power Generation	2,864	2,503	-361	-1.3%
221113	Water and Sewer Line and Related Structures Construction	01 Energy Core--04 Alt Energy Production	44	58	14	2.8%
237110	Roofing Contractors	01 Energy Core--04 Alt Energy Production	2,582	3,179	597	2.1%
238160	Ethyl Alcohol Manufacturing	01 Energy Core--04 Alt Energy Production	1,378	1,100	-278	-2.2%
325193	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	01 Energy Core--04 Alt Energy Production	76	155	79	7.4%
423610	Other Electronic Parts and Equipment Merchant Wholesalers	01 Energy Core--05 Alt Energy Distribution	989	1,156	167	1.6%
423690	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	01 Energy Core--05 Alt Energy Distribution	165	180	15	0.9%
423720			851	1,050	199	2.1%

NAICS	Description	Sub-Cluster	2015	2025p	Chg	CAGR
238210	Electrical Contractors and Other Wiring Installation Contractors	01 Energy Core--06 Energy Efficiency	7,300	8,765	1,465	1.8%
238220	Plumbing, Heating, and Air-Conditioning Contractors	01 Energy Core--06 Energy Efficiency	7,413	9,240	1,827	2.2%
238310	Drywall and Insulation Contractors	01 Energy Core--06 Energy Efficiency	4,015	3,937	-78	-0.2%
333132	Oil and Gas Field Machinery and Equipment Manufacturing	01 Energy Core--07 Energy Equipment Mfg	545	644	99	1.7%
333414	Heating Equipment (except Warm Air Furnaces) Manufacturing	01 Energy Core--07 Energy Equipment Mfg	3	3	0	0.0%
333611	Turbine and Turbine Generator Set Units Manufacturing	01 Energy Core--07 Energy Equipment Mfg	48	9	-39	-15.4%
334512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use	01 Energy Core--07 Energy Equipment Mfg	85	74	-11	-1.4%
334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	01 Energy Core--07 Energy Equipment Mfg	6	9	3	4.1%
335110	Electric Lamp Bulb and Part Manufacturing	01 Energy Core--07 Energy Equipment Mfg	17	21	4	2.1%
335121	Residential Electric Lighting Fixture Manufacturing	01 Energy Core--07 Energy Equipment Mfg	3	3	0	0.0%
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	01 Energy Core--07 Energy Equipment Mfg	74	52	-22	-3.5%
335129	Other Lighting Equipment Manufacturing	01 Energy Core--07 Energy Equipment Mfg	108	179	71	5.2%
335311	Power, Distribution, and Specialty Transformer Manufacturing	01 Energy Core--07 Energy Equipment Mfg	3	3	0	0.0%
311225	Fats and Oils Refining and Blending	02 Energy related--01 Manufacturing	6	6	0	0.0%
311613	Professional, Scientific and Technical All Other Converted Paper Product Manufacturing	02 Energy related--01 Manufacturing	178	83	-95	-7.3%
322299	Semiconductor and Related Device Manufacturing	02 Energy related--01 Manufacturing	367	416	49	1.3%
334413	Other Measuring and Controlling Device Manufacturing	02 Energy related--01 Manufacturing	256	320	64	2.3%
334519	Motor and Generator Manufacturing	02 Energy related--01 Manufacturing	78	131	53	5.3%
335312	Relay and Industrial Control Manufacturing	02 Energy related--01 Manufacturing	9	17	8	6.6%
335314	All Other Miscellaneous Electrical Equipment and Component Manufacturing	02 Energy related--01 Manufacturing	14	28	14	7.2%
335999	Miscellaneous Intermediation	02 Energy related--01 Manufacturing	3	3	0	0.0%
523910	Miscellaneous Financial Investment	02 Energy related--02 Services	83	161	78	6.9%
523999		02 Energy related--02 Services	22	42	20	6.7%

NAICS	Description	Sub-Cluster	2015	2025p	Chg	CAGR
	Activities					
533110	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	02 Energy related--02 Services	188	241	53	2.5%
811219	Other Electronic and Precision Equipment Repair and Maintenance	02 Energy related--02 Services	164	249	85	4.3%
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	02 Energy related--02 Services	3,230	4,172	942	2.6%
541	Prof., Tech., Scien.	02 Energy related--03 Research	37,908	46,560	8,652	2.1%

Source: Applied Development Economics, based on EMSI Industry Employment Trends Data Q4 2015 QCEW and non-QCEW

Appendix Table 6 — Employment Projections by Industry Clusters: Health and Wellness: Other: CCWC Region

NAICS	Description	Sub-Cluster	2015	2025p	Chg	CAGR
Total			59,065	83,369	24,304	3.5%
325411	Medicinal and Botanical Manufacturing	Health Care--02 Pharmaceuticals	114	199	85	5.7%
325412	Pharmaceutical Preparation Manufacturing	Health Care--02 Pharmaceuticals	53	37	-16	-3.5%
325413	In-Vitro Diagnostic Substance Manufacturing	Health Care--02 Pharmaceuticals	19	37	18	6.9%
325414	Biological Product (except Diagnostic) Manufacturing	Health Care--02 Pharmaceuticals	3	3	0	0.0%
446110	Pharmacies and Drug Stores	Health Care--03 Wellness and Fitness	7,650	9,022	1,372	1.7%
446130	Optical Goods Stores	Health Care--03 Wellness and Fitness	471	681	210	3.8%
446191	Food (Health) Supplement Stores	Health Care--03 Wellness and Fitness	350	434	84	2.2%
446199	All Other Health and Personal Care Stores	Health Care--03 Wellness and Fitness	420	447	27	0.6%
532291	Home Health Equipment Rental	Health Care--03 Wellness and Fitness	167	83	-84	-6.8%
621399	Offices of All Other Miscellaneous Health Practitioners	Health Care--03 Wellness and Fitness	309	448	139	3.8%
621999	All Other Miscellaneous Ambulatory Health Care Services	Health Care--03 Wellness and Fitness	191	328	137	5.6%
812191	Diet and Weight Reducing Centers	Health Care--03 Wellness and Fitness	134	82	-52	-4.8%
339112	Surgical and Medical Instrument Manufacturing	Health Care--04 Medical devices manufacturing	184	248	64	3.0%
339113	Surgical Appliance and Supplies	Health Care--04 Medical devices	556	457	-99	-1.9%

	Manufacturing	manufacturing				
339114	Dental Equipment and Supplies Manufacturing	Health Care--04 Medical devices manufacturing	29	20	-9	-3.6%
339115		Health Care--04 Medical devices manufacturing	104	86	-18	-1.9%
339116	Ophthalmic Goods Manufacturing	Health Care--04 Medical devices manufacturing	246	158	-88	-4.3%
423450	Dental Laboratories Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	Health Care--05 Supplies and Services	373	385	12	0.3%
423460	Ophthalmic Goods Merchant Wholesalers	Health Care--05 Supplies and Services	6	6	0	0.0%
423490	Other Professional Equipment and Supplies Merchant Wholesalers	Health Care--05 Supplies and Services	144	150	6	0.4%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	Health Care--05 Supplies and Services	664	979	315	4.0%
813212	Voluntary Health Organizations	Health Care--05 Supplies and Services	251	376	125	4.1%
624110	Child and Youth Services	Health Care--06 Other Services	2,818	3,424	606	2.0%
624120	Services for the Elderly and Persons with Disabilities	Health Care--06 Other Services	36,547	57,396	20,849	4.6%
624190	Other Individual and Family Services	Health Care--06 Other Services	2,563	2,625	62	0.2%
624210	Community Food Services	Health Care--06 Other Services	305	391	86	2.5%
624221	Temporary Shelters	Health Care--06 Other Services	498	560	62	1.2%
624229	Other Community Housing Services	Health Care--06 Other Services	272	329	57	1.9%
624230	Emergency and Other Relief Services	Health Care--06 Other Services	87	95	8	0.9%
624410	Child Day Care Services	Health Care--06 Other Services	3,537	3,883	346	0.9%

Source: Applied Development Economics, based on EMSI Industry Employment Trends Data Q4 2015 QCEW and non-QCEW

Appendix Table 7 — Employment Projections by Industry Clusters: Health and Wellness: Delivery: CCWC Region

NAICS	Description	2015	2025	Chg	CAGR
Total		144,424	171,130	26,706	1.7%
621111	Offices of Physicians (except Mental Health Specialists)	24,492	28,302	3,810	1.5%
621112	Offices of Physicians, Mental Health Specialists	204	224	20	0.9%
621210	Offices of Dentists	9,175	10,157	982	1.0%

NAICS	Description	2015	2025	Chg	CAGR
621310	Offices of Chiropractors	997	937	-60	-0.6%
621320	Offices of Optometrists	1,489	1,858	369	2.2%
621330	Offices of Mental Health Practitioners (except Physicians)	908	1,293	385	3.6%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,010	2,629	619	2.7%
621391	Offices of Podiatrists	217	235	18	0.8%
621410	Family Planning Centers	541	660	119	2.0%
621420	Outpatient Mental Health and Substance Abuse Centers	1,433	1,880	447	2.8%
621491	HMO Medical Centers	5,260	8,443	3,183	4.8%
621492	Kidney Dialysis Centers	1,495	2,138	643	3.6%
621493	Freestanding Ambulatory Surgical and Emergency Centers	732	855	123	1.6%
621498	All Other Outpatient Care Centers	1,502	2,394	892	4.8%
621511	Medical Laboratories	896	970	74	0.8%
621512	Diagnostic Imaging Centers	1,019	1,589	570	4.5%
621610	Home Health Care Services	6,422	9,917	3,495	4.4%
621910	Ambulance Services	2,345	3,062	717	2.7%
621991	Blood and Organ Banks	307	338	31	1.0%
622110	General Medical and Surgical Hospitals	50,893	56,248	5,355	1.0%
622210	Psychiatric and Substance Abuse Hospitals	283	426	143	4.2%
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals	265	152	-113	-5.4%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	14,236	17,015	2,779	1.8%
623210	Residential Intellectual and Developmental Disability Facilities	2,507	2,453	-54	-0.2%
623220	Residential Mental Health and Substance Abuse Facilities	2,062	2,457	395	1.8%
623311	Continuing Care Retirement Communities	2,515	3,451	936	3.2%
623312	Assisted Living Facilities for the Elderly	4,596	5,402	806	1.6%
623990	Other Residential Care Facilities	1,423	1,152	-271	-2.1%
624310	Vocational Rehabilitation Services	4,200	4,493	293	0.7%

Source: Applied Development Economics, based on EMSI Industry Employment Trends Data Q4 2015 QCEW and non-QCEW

Appendix Table 8 — Employment Projections by Industry Clusters: Logistics: CCWC Region

NAICS	Description	2015	2025	Chg	CAGR
Total		51,436	63,324	11,888	2.1%
336120	Heavy Duty Truck Manufacturing	60	93	33	4.5%
336612	Boat Building	202	6	-196	-29.6%
481111	Scheduled Passenger Air Transportation	379	168	-211	-7.8%
481112	Scheduled Freight Air Transportation	107	130	23	2.0%
481211	Nonscheduled Chartered Passenger Air Transportation	171	216	45	2.4%
481212	Nonscheduled Chartered Freight Air Transportation	20	21	1	0.5%
482110	Rail transportation	1,757	2,007	250	1.3%
483111	Deep Sea Freight Transportation	16	26	10	5.0%
483113	Coastal and Great Lakes Freight Transportation	9	27	18	11.6%
483212	Inland Water Passenger Transportation	21	22	1	0.5%
484110	General Freight Trucking, Local	5,455	6,215	760	1.3%
484121	General Freight Trucking, Long-Distance, Truckload	6,170	8,314	2,144	3.0%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	2,349	2,656	307	1.2%
484210	Used Household and Office Goods Moving	477	423	-54	-1.2%
484220	Specialized Freight (except Used Goods) Trucking, Local	7,260	9,134	1,874	2.3%
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	1,265	1,962	697	4.5%
485111	Mixed Mode Transit Systems	165	173	8	0.5%
485112	Commuter Rail Systems	92	100	8	0.8%
485113	Bus and Other Motor Vehicle Transit Systems	488	873	385	6.0%
485119	Other Urban Transit Systems	25	36	11	3.7%
485210	Interurban and Rural Bus Transportation	147	135	-12	-0.8%
485310	Taxi Service	15	26	11	5.7%
485410	School and Employee Bus Transportation	861	776	-85	-1.0%
485510	Charter Bus Industry	297	222	-75	-2.9%
485991	Special Needs Transportation	1,241	1,911	670	4.4%
485999	All Other Transit and Ground Passenger Transportation	96	132	36	3.2%
488111	Air Traffic Control	12	0	-12	-100.0%

NAICS	Description	2015	2025	Chg	CAGR
488119	Other Airport Operations	128	148	20	1.5%
488190	Other Support Activities for Air Transportation	904	910	6	0.1%
488210	Support Activities for Rail Transportation	578	789	211	3.2%
488310	Port and Harbor Operations	224	186	-38	-1.8%
488320	Marine Cargo Handling	54	81	27	4.1%
488330	Navigational Services to Shipping	3	3	0	0.0%
488390	Other Support Activities for Water Transportation	3	3	0	0.0%
488410	Motor Vehicle Towing	1,000	1,394	394	3.4%
488490	Other Support Activities for Road Transportation	258	350	92	3.1%
488510	Freight Transportation Arrangement	872	1,270	398	3.8%
488991	Packing and Crating	593	923	330	4.5%
488999	All Other Support Activities for Transportation	356	501	145	3.5%
492110	Couriers and Express Delivery Services	2,926	3,045	119	0.4%
492210	Local Messengers and Local Delivery	574	771	197	3.0%
493110	General Warehousing and Storage	11,234	13,773	2,539	2.1%
493120	Refrigerated Warehousing and Storage	1,414	1,644	230	1.5%
493130	Farm Product Warehousing and Storage	132	79	-53	-5.0%
493190	Other Warehousing and Storage	151	226	75	4.1%
541614	Process, Physical Distribution, and Logistics Consulting Services	607	1,150	543	6.6%
561910	Packaging and Labeling Services	268	274	6	0.2%

Source: Applied Development Economics, based on EMSI Industry Employment Trends Data Q4 2015 QCEW and non-QCEW

Appendix Table 9 — Employment Projections by Industry Clusters: Diversified Manufacturing: CCWC Region

NAICS	Description	2015	2025	Chg	CAGR
Total		30,277	30,777	500	0.2%
314110	Carpet and Rug Mills	13	3	-10	-13.6%
314999	All Other Miscellaneous Textile Product Mills	76	121	45	4.8%
321114	Wood Preservation	98	146	48	4.1%
321213	Engineered Wood Member (except Truss) Mfg	17	0	-17	-100.0%
321214	Truss Manufacturing	344	142	-202	-8.5%

NAICS	Description	2015	2025	Chg	CAGR
321219	Reconstituted Wood Product Manufacturing	3	0	-3	-100.0%
321911	Wood Window and Door Manufacturing	495	473	-22	-0.5%
321912	Cut Stock, Resawing Lumber, and Planing	222	174	-48	-2.4%
321918	Other Millwork (including Flooring)	219	73	-146	-10.4%
321991	Manufactured Home (Mobile Home) Manufacturing	281	0	-281	-100.0%
321992	Prefabricated Wood Building Manufacturing	39	6	-33	-17.1%
321999	All Other Miscellaneous Wood Product Manufacturing	38	6	-32	-16.9%
322121	Paper (except Newsprint) Mills	6	6	0	0.0%
323111	Commercial Printing (except Screen and Books)	1,594	910	-684	-5.5%
323113	Commercial Screen Printing	190	267	77	3.5%
323117	Books Printing	227	52	-175	-13.7%
324121	Asphalt Paving Mixture and Block Manufacturing	33	9	-24	-12.2%
324122	Asphalt Shingle and Coating Materials Manufacturing	84	49	-35	-5.2%
324191	Petroleum Lubricating Oil and Grease Manufacturing	6	14	8	8.8%
325120	Industrial Gas Manufacturing	18	6	-12	-10.4%
325199	All Other Basic Organic Chemical Manufacturing	104	124	20	1.8%
325211	Plastics Material and Resin Manufacturing	87	164	77	6.5%
325311	Nitrogenous Fertilizer Manufacturing	67	6	-61	-21.4%
325312	Phosphatic Fertilizer Manufacturing	202	172	-30	-1.6%
325314	Fertilizer (Mixing Only) Manufacturing	337	407	70	1.9%
325320	Pesticide and Other Agricultural Chemical Manufacturing	104	79	-25	-2.7%
325510	Paint and Coating Manufacturing	199	328	129	5.1%
325520	Adhesive Manufacturing	144	163	19	1.2%
325611	Soap and Other Detergent Manufacturing	96	117	21	2.0%
325612	Polish and Other Sanitation Good Manufacturing	65	64	-1	-0.2%
325613	Surface Active Agent Manufacturing	3	0	-3	-100.0%
325910	Printing Ink Manufacturing	13	3	-10	-13.6%
325992	Photographic Film, Paper, Plate, and Chemical Manufacturing	16	3	-13	-15.4%
325998	All Other Miscellaneous Chemical Product and Preparation Mfg	140	174	34	2.2%
326112	Plastics Packaging Film and Sheet (including Laminated) Mfg	491	814	323	5.2%
326113	Unlaminated Plastics Film and Sheet (except Packaging) Mfg	3	3	0	0.0%

NAICS	Description	2015	2025	Chg	CAGR
326121	Unlaminated Plastics Profile Shape Manufacturing	23	27	4	1.6%
326130	Laminated Plastics Plate, Sheet (except Packaging), and Shape Mfg	91	142	51	4.6%
326140	Polystyrene Foam Product Manufacturing	385	223	-162	-5.3%
326150	Urethane and Other Foam Product (except Polystyrene) Mfg	455	733	278	4.9%
326191	Plastics Plumbing Fixture Manufacturing	27	25	-2	-0.8%
326199	All Other Plastics Product Manufacturing	1,085	1,324	239	2.0%
326211	Tire Manufacturing (except Retreading)	3	0	-3	-100.0%
326212	Tire Retreading	67	63	-4	-0.6%
326220	Rubber and Plastics Hoses and Belting Manufacturing	57	103	46	6.1%
326291	Rubber Product Manufacturing for Mechanical Use	116	85	-31	-3.1%
326299	All Other Rubber Product Manufacturing	284	393	109	3.3%
327211	Flat Glass Manufacturing	227	3	-224	-35.1%
327212	Other Pressed and Blown Glass and Glassware Manufacturing	3	3	0	0.0%
327215	Glass Product Manufacturing Made of Purchased Glass	340	441	101	2.6%
327310	Cement Manufacturing	380	503	123	2.8%
327320	Ready-Mix Concrete Manufacturing	990	875	-115	-1.2%
327331	Concrete Block and Brick Manufacturing	148	227	79	4.4%
327332	Concrete Pipe Manufacturing	364	184	-180	-6.6%
327390	Other Concrete Product Manufacturing	567	970	403	5.5%
327420	Gypsum Product Manufacturing	6	23	17	14.4%
327991	Cut Stone and Stone Product Manufacturing	53	33	-20	-4.6%
327992	Ground or Treated Mineral and Earth Manufacturing	3	0	-3	-100.0%
327993	Mineral Wool Manufacturing	275	279	4	0.1%
327999	All Other Miscellaneous Nonmetallic Mineral Product Mfg	15	3	-12	-14.9%
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	35	76	41	8.1%
331221	Rolled Steel Shape Manufacturing	12	0	-12	-100.0%
331222	Steel Wire Drawing	29	50	21	5.6%
331314	Secondary Smelting and Alloying of Aluminum	65	30	-35	-7.4%
331315	Aluminum Sheet, Plate, and Foil Manufacturing	19	0	-19	-100.0%
331491	Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding	0	3	3	#NUM!

NAICS	Description	2015	2025	Chg	CAGR
331492	Secondary Smelting, Refining, and Alloying of Nonferrous Metal (except Copper and Aluminum)	28	41	13	3.9%
331511	Iron Foundries	63	41	-22	-4.2%
331513	Steel Foundries (except Investment)	64	83	19	2.6%
331524	Aluminum Foundries (except Die-Casting)	56	43	-13	-2.6%
332111	Iron and Steel Forging	32	3	-29	-21.1%
332114	Custom Roll Forming	307	289	-18	-0.6%
332311	Prefabricated Metal Building and Component Manufacturing	714	585	-129	-2.0%
332312	Fabricated Structural Metal Manufacturing	1,664	1,974	310	1.7%
332313	Plate Work Manufacturing	201	178	-23	-1.2%
332321	Metal Window and Door Manufacturing	243	183	-60	-2.8%
332322	Sheet Metal Work Manufacturing	651	821	170	2.3%
332323	Ornamental and Architectural Metal Work Manufacturing	240	320	80	2.9%
332410	Power Boiler and Heat Exchanger Manufacturing	11	11	0	0.0%
332420	Metal Tank (Heavy Gauge) Manufacturing	180	221	41	2.1%
332510	Hardware Manufacturing	17	3	-14	-15.9%
332618	Other Fabricated Wire Product Manufacturing	184	94	-90	-6.5%
332710	Machine Shops	1,326	1,390	64	0.5%
332721	Precision Turned Product Manufacturing	61	41	-20	-3.9%
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	124	183	59	4.0%
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	622	856	234	3.2%
332813	Electroplating, Plating, Polishing, Anodizing, and Coloring	197	128	-69	-4.2%
332911	Industrial Valve Manufacturing	135	114	-21	-1.7%
332912	Fluid Power Valve and Hose Fitting Manufacturing	3	3	0	0.0%
332913	Plumbing Fixture Fitting and Trim Manufacturing	74	51	-23	-3.7%
332919	Other Metal Valve and Pipe Fitting Manufacturing	118	61	-57	-6.4%
332991	Ball and Roller Bearing Manufacturing	27	33	6	2.0%
332993	Ammunition (except Small Arms) Manufacturing	3	0	-3	-100.0%
332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing	32	68	36	7.8%
332996	Fabricated Pipe and Pipe Fitting Manufacturing	77	39	-38	-6.6%
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	490	653	163	2.9%

NAICS	Description	2015	2025	Chg	CAGR
333120	Construction Machinery Manufacturing	231	217	-14	-0.6%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	453	492	39	0.8%
333511	Industrial Mold Manufacturing	18	25	7	3.3%
333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing	103	120	17	1.5%
333515	Cutting Tool and Machine Tool Accessory Manufacturing	38	50	12	2.8%
333517	Machine Tool Manufacturing	23	22	-1	-0.4%
333611	Turbine and Turbine Generator Set Units Manufacturing	3	3	0	0.0%
333612	Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing	6	6	0	0.0%
333613	Mechanical Power Transmission Equipment Manufacturing	3	3	0	0.0%
333911	Pump and Pumping Equipment Manufacturing	3	3	0	0.0%
333921	Elevator and Moving Stairway Manufacturing	3	3	0	0.0%
333922	Conveyor and Conveying Equipment Manufacturing	159	199	40	2.3%
333923	Overhead Traveling Crane, Hoist, and Monorail System Manufacturing	40	36	-4	-1.0%
333924	Industrial Truck, Tractor, Trailer, and Stackers Machinery Manufacturing	92	92	0	0.0%
333991	Power-Driven Handtool Manufacturing	19	22	3	1.5%
333992	Welding and Soldering Equipment Manufacturing	33	54	21	5.0%
333993	Packaging Machinery Manufacturing	723	790	67	0.9%
333995	Fluid Power Cylinder and Actuator Manufacturing	67	24	-43	-9.8%
333997	Scale and Balance Manufacturing	0	3	3	#NUM!
333999	All Other Miscellaneous General Purpose Machinery Manufacturing	265	222	-43	-1.8%
334111	Electronic Computer Manufacturing	64	102	38	4.8%
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing	3	3	0	0.0%
334210	Telephone Apparatus Manufacturing	6	3	-3	-6.7%
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	1,018	665	-353	-4.2%
334290	Other Communications Equipment Manufacturing	9	6	-3	-4.0%
334310	Audio and Video Equipment Manufacturing	44	47	3	0.7%
334412	Bare Printed Circuit Board Manufacturing	200	81	-119	-8.6%
334416	Capacitor, Resistor, Coil, Transformer, and Other Inductor Manufacturing	45	54	9	1.8%
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing	34	43	9	2.4%

NAICS	Description	2015	2025	Chg	CAGR
334419	Other Electronic Component Manufacturing	43	53	10	2.1%
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing	3	3	0	0.0%
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	679	1,044	365	4.4%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	158	164	6	0.4%
334516	Analytical Laboratory Instrument Manufacturing	14	25	11	6.0%
335221	Household Cooking Appliance Manufacturing	3	3	0	0.0%
335313	Switchgear and Switchboard Apparatus Manufacturing	143	152	9	0.6%
335911	Storage Battery Manufacturing	3	3	0	0.0%
335912	Primary Battery Manufacturing	3	3	0	0.0%
335929	Other Communication and Energy Wire Manufacturing	35	47	12	3.0%
336111	Automobile Manufacturing	39	53	14	3.1%
336211	Motor Vehicle Body Manufacturing	543	707	164	2.7%
336212	Truck Trailer Manufacturing	508	617	109	2.0%
336214	Travel Trailer and Camper Manufacturing	122	12	-110	-20.7%
336330	Motor Vehicle Steering and Suspension Components (except Spring) Manufacturing	19	9	-10	-7.2%
336340	Motor Vehicle Brake System Manufacturing	316	283	-33	-1.1%
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing	43	62	19	3.7%
336360	Motor Vehicle Seating and Interior Trim Manufacturing	62	14	-48	-13.8%
336370	Motor Vehicle Metal Stamping	73	152	79	7.6%
336411	Aircraft Manufacturing	73	9	-64	-18.9%
336412	Aircraft Engine and Engine Parts Manufacturing	53	28	-25	-6.2%
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	770	1,110	340	3.7%
336414	Guided Missile and Space Vehicle Manufacturing	18	3	-15	-16.4%
336415	Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing	3	3	0	0.0%
336419	Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing	6	15	9	9.6%
336612	Boat Building	202	6	-196	-29.6%
336991	Motorcycle, Bicycle, and Parts Manufacturing	6	6	0	0.0%
336992	Military Armored Vehicle, Tank, and Tank Component Manufacturing	35	44	9	2.3%

NAICS	Description	2015	2025	Chg	CAGR
336999	All Other Transportation Equipment Manufacturing	9	9	0	0.0%
337110	Wood Kitchen Cabinet and Countertop Manufacturing	1,059	978	-81	-0.8%
337121	Upholstered Household Furniture Manufacturing	13	3	-10	-13.6%
337122	Nonupholstered Wood Household Furniture Manufacturing	324	79	-245	-13.2%
337124	Metal Household Furniture Manufacturing	3	3	0	0.0%
337127	Institutional Furniture Manufacturing	43	51	8	1.7%
337211	Wood Office Furniture Manufacturing	6	6	0	0.0%
337212	Custom Architectural Woodwork and Millwork Manufacturing	13	23	10	5.9%
337214	Office Furniture (except Wood) Manufacturing	27	17	-10	-4.5%
337215	Showcase, Partition, Shelving, and Locker Manufacturing	74	77	3	0.4%
337910	Mattress Manufacturing	122	235	113	6.8%
337920	Blind and Shade Manufacturing	19	6	-13	-10.9%
339920	Sporting and Athletic Goods Manufacturing	117	153	36	2.7%
339950	Sign Manufacturing	406	431	25	0.6%
339991	Gasket, Packing, and Sealing Device Manufacturing	36	51	15	3.5%
339992	Musical Instrument Manufacturing	3	3	0	0.0%
339994	Broom, Brush, and Mop Manufacturing	9	20	11	8.3%
339999	All Other Miscellaneous Manufacturing	172	203	31	1.7%

Source: Applied Development Economics, based on EMSI Industry Employment Trends Data Q4 2015 QCEW and non-QCEW

Appendix Table 10 — Employment Projections By Industry Clusters: Water Flow Technologies: CCWC Region

NAICS	Description	2015	2025p	Chg	CAGR
Total		9,934	11,480	1,546	1.5%
326122	Plastics Pipe and Pipe Fitting Manufacturing	856	886	30	0.3%
333111	Farm Machinery and Equipment Manufacturing	1,527	1,599	72	0.5%
333911	Pump and Pumping Equipment Manufacturing	653	687	34	0.5%
423830	Industrial Machinery and Equipment Merchant Wholesalers	3,287	3,788	501	1.4%
424910	Farm Supplies Merchant Wholesalers	3,611	4,520	909	2.3%

Source: Applied Development Economics, based on EMSI Industry Employment Trends Data Q4 2015 QCEW and non-QCEW (Internal file: P:\CCWC Labor Force 2015103_NEXT-TASKS\TABLES\06_draft_Fresno-update.xlsx T19r)

Appendix Table 11 — Employment Projections by Industry Clusters: Heavy Construction: CCWC Region

NAICS	Description	2015	2025	Chg	CAGR
Total		12,423	18,930	6,507	4.3%
237000	Local govt hvy cons.	1,029	1,054	25	0.2%
237110	Water and Sewer Line and Related Structures Construction	2,582	3,179	597	2.1%
237120	Oil and Gas Pipeline and Related Structures Construction	4,656	4,656	0	0.0%
237130	Power and Communication Line and Related Structures Construction	1,060	862	-198	-2.0%
237210	Land Subdivision	444	125	-319	-11.9%
237310	Highway, Street, and Bridge Construction	1,880	1,779	-101	-0.6%
237990	Other Heavy and Civil Engineering Construction	772	4,044	3,272	18.0%

Source: Applied Development Economics, based on EMSI Industry Employment Trends Data Q4 2015 QCEW and non-QCEW (Note: high speed rail employment projections included in NAICS 237990)

Appendix Table 12 — Employment Projections by Industry Clusters: Accommodations and Food Services, and Retail: CCWC Region

NAICS	Description	2015	2025p	Chg	CAGR
44-45	Retail	151,397	178,823	27,426	1.7%
721	Accommodations	9,245	10,668	1,423	1.4%
722	Food services	97,069	114,951	17,882	1.7%

Source: Applied Development Economics, based on EMSI Industry Employment Trends Data Q4 2015 QCEW and non-QCEW

Appendix Table 13 — Employed Labor Force by Age, Race \ Ethnicity, and Educational Attainment (Persons 16 and Over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	Labor Force (25+)	Total Labor Force
Total	47,441	182,278	193,169	185,219	687,143	216,664	61,739	1,343,934	1,573,652
White	13,507	52,588	61,612	59,595	268,079	121,506	41,265	552,058	618,152
Did not earn HSD\GED	NA	NA	2,481	3,190	13,671	6,111	2,516	27,969	NA
HSD\GED	NA	NA	14,387	13,977	67,142	27,746	8,820	132,073	NA
Some college -- not attending	NA	NA	16,503	16,746	75,832	32,867	10,497	152,444	NA
Some college -- attending	NA	NA	4,929	2,149	4,301	396	77	11,852	NA
AA	NA	NA	6,647	6,943	28,338	14,361	5,098	61,386	NA
BA+	NA	NA	16,666	16,590	78,794	40,026	14,258	166,334	NA
Latino	27,583	104,650	105,395	100,808	322,878	67,268	13,441	609,791	742,024
Did not earn HSD\GED	NA	NA	23,631	33,683	136,958	29,968	7,092	231,330	NA
HSD\GED	NA	NA	33,327	27,841	79,751	13,993	2,253	157,165	NA
Some college -- not attending	NA	NA	23,879	18,369	55,355	12,500	2,135	112,238	NA
Some college -- attending	NA	NA	5,783	3,408	3,260	295	84	12,831	NA
AA	NA	NA	9,170	7,510	19,062	4,354	635	40,730	NA
BA+	NA	NA	9,606	9,997	28,492	6,160	1,242	55,497	NA
Other	6,351	25,040	26,161	24,816	96,186	27,889	7,033	182,085	213,476
Did not earn HSD\GED	NA	NA	1,734	2,024	10,299	5,159	1,284	20,500	NA
HSD\GED	NA	NA	5,570	5,484	19,244	5,531	951	36,780	NA
Some college -- not attending	NA	NA	6,655	5,218	22,144	5,540	1,309	40,865	NA
Some college -- attending	NA	NA	1,125	716	2,333	86	30	4,291	NA
AA	NA	NA	3,637	3,957	9,397	2,569	1,086	20,646	NA
BA+	NA	NA	7,440	7,417	32,769	9,004	2,373	59,003	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

**Appendix Table 14 — Full-Time Employed Labor Force by Age, Race \Ethnicity, and Educational Attainment (Persons 16 and Over):
CCWC Region**

	16-19	20-24	25-29	30-34	35-54	55-64	65+	Labor Force (25+)	Total Labor Force
Total	4,999	72,041	122,041	128,304	493,024	154,810	30,657	928,836	1,005,876
White	1,006	18,508	39,723	42,919	202,871	89,729	20,696	395,938	415,453
Did not earn HSD\GED	NA	NA	1,590	2,105	8,927	4,219	1,353	18,194	NA
HSD\GED	NA	NA	9,713	10,114	50,047	19,957	4,083	93,913	NA
Some college -- not attending	NA	NA	11,145	12,127	58,638	24,349	5,265	111,524	NA
Some college -- attending	NA	NA	2,330	1,090	2,947	257	7	6,631	NA
AA	NA	NA	3,755	4,738	21,272	10,232	2,653	42,650	NA
BA+	NA	NA	11,191	12,745	61,040	30,715	7,336	123,026	NA
Latino	3,386	44,407	66,201	68,301	219,048	45,428	6,161	405,139	452,932
Did not earn HSD\GED	NA	NA	13,321	19,060	82,323	17,504	3,102	135,311	NA
HSD\GED	NA	NA	21,081	20,097	57,201	9,912	1,109	109,400	NA
Some college -- not attending	NA	NA	16,933	14,117	41,515	9,737	1,112	83,414	NA
Some college -- attending	NA	NA	2,196	2,226	2,268	165	18	6,872	NA
AA	NA	NA	6,387	5,309	13,666	3,092	124	28,577	NA
BA+	NA	NA	6,284	7,491	22,075	5,018	697	41,565	NA
Other	606	9,126	16,117	17,084	71,105	19,653	3,800	127,759	137,491
Did not earn HSD\GED	NA	NA	1,110	1,093	6,937	3,087	408	12,634	NA
HSD\GED	NA	NA	3,174	3,744	13,411	3,891	496	24,716	NA
Some college -- not attending	NA	NA	4,224	3,703	16,934	4,174	893	29,928	NA
Some college -- attending	NA	NA	686	267	1,635	45	30	2,662	NA
AA	NA	NA	2,354	2,830	7,304	1,927	537	14,952	NA
BA+	NA	NA	4,568	5,446	24,886	6,531	1,436	42,867	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Appendix Table 15 – Population by Age, gender, and Educational Attainment

	0-15	16-19	20-24	25-29	30-34	35-54	55-64	65+	TOTAL
Total	1,065,791	252,987	328,701	298,217	284,180	1,023,5	416,184	441,796	4,111,42
Men	544,868	130,873	170,798	156,174	146,725	517,403	204,469	197,119	2,068,430
Did not earn HSD\GED	447,119	82,819	31,084	34,537	41,843	153,619	52,333	56,550	899,904
HSD\GED	14	25,277	57,952	50,302	45,445	141,769	46,263	43,276	410,297
Some college -- not attending	-	2,555	27,260	32,235	28,381	107,160	48,752	42,341	288,684
Some college -- attending	86	19,629	38,886	11,163	4,335	7,806	832	368	83,105
AA	-	496	8,290	10,353	9,019	31,106	17,309	15,309	91,882
BA+	-	97	7,327	17,583	17,702	75,942	38,980	39,276	196,909
NA	97,649	-	-	-	-	-	-	-	97,649
Women	520,923	122,114	157,902	142,043	137,455	506,160	211,716	244,677	2,042,990
Did not earn HSD\GED	426,788	73,997	18,965	23,099	28,502	130,641	50,757	73,318	826,069
HSD\GED	-	23,367	44,469	36,348	32,763	118,044	49,480	69,113	373,584
Some college -- not attending	-	2,164	29,209	33,609	30,667	111,589	49,381	52,154	308,774
Some college -- attending	189	22,220	42,352	10,150	7,401	9,872	1,194	504	93,881
AA	-	366	12,129	14,532	15,094	44,757	20,697	14,810	122,384
BA+	-	-	10,778	24,306	23,028	91,257	40,206	34,778	224,352
NA	93,946	-	-	-	-	-	-	-	93,946

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Appendix Table 16 — Labor Force by Age, Gender, and Educational Attainment (Persons 16 and Over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	Labor Force (25+)	Total Labor Force
Total	73,189	228,633	224,535	212,155	769,337	239,252	67,586	1,512,863	1,814,685
Men	38,327	124,680	128,548	120,884	424,195	129,654	38,214	841,495	1,004,502
Did not earn HSD\GED	NA	NA	24,580	32,456	119,917	30,688	7,533	215,173	NA
HSD\GED	NA	NA	41,409	36,035	113,003	26,856	6,838	224,141	NA
Some college -- not attending	NA	NA	29,180	23,967	88,535	30,330	8,004	180,016	NA
Some college -- attending	NA	NA	8,209	3,309	5,532	411	151	17,612	NA
AA	NA	NA	9,492	8,475	26,514	11,071	3,695	59,246	NA
BA+	NA	NA	15,678	16,643	70,694	30,297	11,993	145,306	NA
Women	34,862	103,953	95,987	91,270	345,142	109,598	29,372	671,368	810,184
Did not earn HSD\GED	NA	NA	9,541	13,795	70,196	18,567	5,198	117,297	NA
HSD\GED	NA	NA	23,116	20,026	75,828	25,122	6,392	150,484	NA
Some college -- not attending	NA	NA	24,502	22,025	80,543	25,780	7,226	160,078	NA
Some college -- attending	NA	NA	6,436	4,507	6,629	603	102	18,277	NA
AA	NA	NA	12,106	11,751	35,719	11,682	3,628	74,886	NA
BA+	NA	NA	20,285	19,166	76,226	27,843	6,827	150,347	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

Appendix Table 17 — Employed Labor Force by Age, Gender, and Educational Attainment (Persons 16 and Over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	Labor Force (25+)	Total Labor Force
Total	47,416	182,233	193,172	185,219	687,133	216,651	61,703	1,343,878	1,573,526
Men	23,957	98,279	111,746	106,347	383,554	118,771	34,673	755,090	877,327
Did not earn HSD\GED	NA	NA	20,659	27,949	105,215	26,405	6,557	186,785	NA
HSD\GED	NA	NA	34,699	30,872	101,009	24,762	6,131	197,473	NA
Some college -- not attending	NA	NA	26,463	21,264	81,178	27,698	7,345	163,948	NA
Some college -- attending	NA	NA	6,609	2,591	4,591	337	121	14,248	NA
AA	NA	NA	8,656	7,819	24,441	10,382	3,345	54,643	NA
BA+	NA	NA	14,661	15,852	67,120	29,187	11,175	137,994	NA
Women	23,459	83,953	81,426	78,872	303,579	97,880	27,030	588,787	696,200
Did not earn HSD\GED	NA	NA	7,187	10,948	55,712	14,834	4,334	93,014	NA
HSD\GED	NA	NA	18,589	16,431	65,150	22,500	5,887	128,557	NA
Some college -- not attending	NA	NA	20,571	19,066	72,155	23,201	6,593	141,586	NA
Some college -- attending	NA	NA	5,232	3,684	5,304	440	70	14,730	NA
AA	NA	NA	10,799	10,592	32,351	10,903	3,469	68,114	NA
BA+	NA	NA	19,049	18,151	72,908	26,002	6,677	142,787	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Appendix Table 18 — Full-Time Employed Labor Force by Age, Gender, and Educational Attainment (Persons 16 and Over) CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	Labor Force (25+)	Total Labor Force
Total	4,974	71,996	122,044	128,304	493,014	154,797	30,621	928,780	1,005,750
Men	3,334	43,422	75,966	78,950	298,088	92,183	19,123	564,310	611,066
Did not earn HSD\GED	NA	NA	12,439	17,649	70,324	17,478	3,460	121,350	NA
HSD\GED	NA	NA	24,124	23,451	78,741	19,629	3,259	149,204	NA
Some college -- not attending	NA	NA	19,904	17,277	67,531	23,158	4,359	132,228	NA
Some college -- attending	NA	NA	3,063	1,791	3,333	231	30	8,447	NA
AA	NA	NA	6,200	6,133	21,178	7,839	1,702	43,052	NA
BA+	NA	NA	10,235	12,650	56,982	23,848	6,314	110,028	NA
Women	1,640	28,574	46,077	49,354	194,926	62,615	11,498	364,470	394,684
Did not earn HSD\GED	NA	NA	3,582	4,609	27,862	7,333	1,402	44,789	NA
HSD\GED	NA	NA	9,847	10,507	41,939	14,123	2,422	78,837	NA
Some college -- not attending	NA	NA	12,395	12,668	49,558	15,094	2,908	92,623	NA
Some college -- attending	NA	NA	2,152	1,794	3,515	235	25	7,722	NA
AA	NA	NA	6,295	6,746	21,060	7,414	1,607	43,122	NA
BA+	NA	NA	11,805	13,031	50,991	18,415	3,135	97,377	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Appendix Table 19 — Part-Time Employed Labor Force By Age, Gender, and Educational Attainment (Persons 16 and Over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	Labor Force (25+)	Total Labor Force
Total	42,442	110,237	71,128	56,915	194,119	61,854	31,082	415,098	567,777
Men	20,623	54,857	35,779	27,397	85,466	26,589	15,550	190,781	266,261
Did not earn HSD\GED	NA	NA	8,219	10,301	34,891	8,926	3,097	65,435	NA
HSD\GED	NA	NA	10,575	7,422	22,268	5,133	2,872	48,269	NA
Some college -- not attending	NA	NA	6,559	3,987	13,648	4,541	2,985	31,720	NA
Some college -- attending	NA	NA	3,546	800	1,258	106	91	5,801	NA
AA	NA	NA	2,455	1,686	3,263	2,544	1,643	11,591	NA
BA+	NA	NA	4,426	3,202	10,138	5,339	4,862	27,966	NA
Women	21,819	55,380	35,349	29,518	108,653	35,265	15,532	224,317	301,516
Did not earn HSD\GED	NA	NA	3,604	6,339	27,849	7,501	2,932	48,225	NA
HSD\GED	NA	NA	8,742	5,924	23,210	8,378	3,466	49,720	NA
Some college -- not attending	NA	NA	8,176	6,398	22,597	8,106	3,685	48,962	NA
Some college -- attending	NA	NA	3,080	1,890	1,788	204	46	7,008	NA
AA	NA	NA	4,503	3,847	11,291	3,489	1,862	24,992	NA
BA+	NA	NA	7,244	5,121	21,917	7,587	3,542	45,409	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Appendix Table 20 — Unemployed Labor Force By Age, Gender, and Educational Attainment (Persons 16 and Over): CCWC Region

	16-19	20-24	25-29	30-34	35-54	55-64	65+	Labor Force (25+)	Total Labor Force
Total	25,774	46,400	31,363	26,936	82,204	22,600	5,882	168,986	241,159
Men	14,371	26,400	16,802	14,538	40,641	10,883	3,541	86,404	127,175
Did not earn HSD\GED	NA	NA	3,921	4,506	14,701	4,284	976	28,389	NA
HSD\GED	NA	NA	6,710	5,163	11,994	2,094	707	26,668	NA
Some college -- not attending	NA	NA	2,717	2,703	7,357	2,632	660	16,068	NA
Some college -- attending	NA	NA	1,600	718	941	75	30	3,364	NA
AA	NA	NA	836	656	2,073	689	349	4,604	NA
BA+	NA	NA	1,018	791	3,575	1,110	818	7,312	NA
Women	11,403	20,000	14,561	12,398	41,563	11,718	2,342	82,581	113,984
Did not earn HSD\GED	NA	NA	2,354	2,847	14,484	3,733	864	24,282	NA
HSD\GED	NA	NA	4,527	3,595	10,679	2,622	504	21,927	NA
Some college -- not attending	NA	NA	3,931	2,959	8,388	2,580	633	18,492	NA
Some college -- attending	NA	NA	1,205	823	1,325	163	31	3,547	NA
AA	NA	NA	1,307	1,159	3,368	779	159	6,773	NA
BA+	NA	NA	1,237	1,014	3,318	1,841	150	7,560	NA

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

Appendix Table 21 — Population By Age, Citizen Status, and Educational Attainment: CCWC Region

	0-15	16-19	20-24	25-29	30-34	35-54	55-64	65+	Total
Total	1,065,79	252,987	328,701	298,217	284,180	1,023,56	416,184	441,796	4,111,42
Citizen	1,033,06	230,737	288,833	240,350	216,498	776,636	362,627	401,883	3,550,62
Did not earn HSD\GED	842,342	143,277	34,031	29,254	29,712	121,018	62,422	98,076	1,360,13
HSD\GED	14	43,352	89,767	69,996	62,503	214,924	89,578	108,324	678,458
Some college -- not attending	0	4,347	53,146	59,294	54,226	201,028	94,833	92,470	559,344
Some college -- attending	275	38,848	75,814	19,936	10,671	15,859	2,002	817	164,222
AA	0	815	19,125	22,853	22,623	71,010	36,948	29,710	203,084
BA+	0	97	16,951	39,015	36,763	152,797	76,844	72,487	394,956
NA	190,430	0	0	0	0	0	0	0	190,430
Not Citizen	32,730	22,250	39,867	57,867	67,682	246,928	53,557	39,913	560,795
Did not earn HSD\GED	31,566	13,539	16,018	28,382	40,633	163,242	40,668	31,793	365,840
HSD\GED	0	5,292	12,655	16,653	15,705	44,890	6,165	4,065	105,424
Some college -- not attending	0	371	3,324	6,550	4,821	17,722	3,301	2,025	38,114
Some college -- attending	0	3,001	5,424	1,376	1,066	1,819	24	55	12,765
AA	0	47	1,294	2,032	1,490	4,853	1,058	408	11,182
BA+	0	0	1,153	2,874	3,967	14,402	2,342	1,567	26,305
NA	1,165	0	0	0	0	0	0	0	1,165

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

Appendix Table 22 — Population By Age, Disability Status, and Educational Attainment: CCWC Region

	0-15	16-19	20-24	25-29	30-34	35-54	55-64	65+	Total
Total	1,065,791	252,987	328,701	298,217	284,180	1,023,563	416,184	441,796	4,111,420
No Reported Disability	1,053,031	238,230	307,046	277,534	259,979	898,164	321,117	247,836	3,602,936
Did not earn HSD\GED	861,195	146,785	43,699	51,561	62,693	241,413	72,928	59,851	1,540,123
HSD\GED	0	45,607	95,526	79,437	70,681	226,893	71,747	60,382	650,273
Some college -- not attending	0	4,334	53,583	62,164	53,835	189,881	74,193	55,280	493,270
Some college -- attending	241	40,545	76,948	20,139	10,669	15,394	1,414	547	165,898
AA	0	861	19,606	23,932	22,651	67,988	30,196	19,919	185,153
BA+	0	97	17,684	40,301	39,452	156,595	70,639	51,856	376,624
NA	191,595	0	0	0	0	0	0	0	191,595
At Least One Disability	12,761	14,757	21,655	20,683	24,201	125,400	95,068	193,961	508,485
Did not earn HSD\GED	12,713	10,032	6,349	6,076	7,652	42,847	30,162	70,018	185,850
HSD\GED	14	3,037	6,895	7,212	7,527	32,920	23,996	52,006	133,609
Some college -- not attending	0	384	2,887	3,680	5,213	28,869	23,940	39,215	104,188
Some college -- attending	33	1,304	4,290	1,173	1,068	2,284	613	324	11,089
AA	0	0	812	953	1,463	7,875	7,809	10,200	29,112
BA+	0	0	421	1,588	1,279	10,604	8,547	22,198	44,637
NA	0	0	0	0	0	0	0	0	0

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Appendix Table 23 — Population By Age, Veteran Status, and Educational Attainment: CCWC Region

	0-15	16-19	20-24	25-29	30-34	35-54	55-64	65+	Total
Total	1,065,791	252,987	328,701	298,217	284,180	1,023,563	416,184	441,796	4,111,420
Not Veterans	0	186,654	325,186	291,295	275,054	980,556	377,201	357,851	2,793,797
Did not earn HSD\GED	0	91,189	49,971	57,509	70,104	282,947	100,403	118,971	771,096
HSD\GED	0	48,280	100,934	84,811	76,257	248,886	86,934	91,755	737,858
Some college -- not attending	0	4,683	55,241	63,344	55,325	204,697	84,779	69,847	537,915
Some college -- attending	0	41,543	80,723	20,080	11,151	15,822	1,630	679	171,628
AA	0	861	20,325	24,308	22,887	69,363	31,834	20,982	190,560
BA+	0	97	17,992	41,244	39,329	158,840	71,620	55,617	384,740
NA	0	0	0	0	0	0	0	0	0
Veterans	0	159	3,515	6,922	9,126	43,007	38,984	83,945	185,658
Did not earn HSD\GED	0	0	77	127	241	1,313	2,687	10,897	15,342
HSD\GED	0	98	1,487	1,838	1,951	10,928	8,809	20,633	45,743
Some college -- not attending	0	0	1,229	2,501	3,723	14,052	13,355	24,648	59,508
Some college -- attending	0	61	515	1,233	585	1,856	396	193	4,839
AA	0	0	93	577	1,226	6,500	6,172	9,137	23,705
BA+	0	0	113	645	1,401	8,359	7,565	18,437	36,521
NA	0	0	0	0	0	0	0	0	0
Ineligible (i.e. youth < 17)	1,065,791	66,174	0	0	0	0	0	0	1,131,966
Did not earn HSD\GED	873,908	65,627	0	0	0	0	0	0	939,535
HSD\GED	14	266	0	0	0	0	0	0	281
Some college -- not attending	0	35	0	0	0	0	0	0	35
Some college -- attending	275	245	0	0	0	0	0	0	520
AA	0	0	0	0	0	0	0	0	0
BA+	0	0	0	0	0	0	0	0	0
NA	191,595	0	0	0	0	0	0	0	191,595

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from IPUMS

Appendix Table 24 — Part-Time Employed Labor Force By Broad Occupation Categories, Educational Attainment and Management Status CCWC Region

Part-Time Management	Total	01 < HS\GED	02 HS\GED	03 Some College- OUT	04 Some College- ATTENDING	05 AA	06 BA or up
Total	42,576	6,731	8,451	9,539	2,525	3,451	11,879
11 Management Occupations	21,783	4,334	3,841	4,131	1,318	1,851	6,309
13 Business Operations Specialists	0	0	0	0	0	0	0
13 Financial Specialists	0	0	0	0	0	0	0
15 Computer and Mathematical Occupations	0	0	0	0	0	0	0
17 Architecture and Engineering Occupations	0	0	0	0	0	0	0
19 Life, Physical, and Social Science Occupations	131	39	0	0	0	0	92
21 Community and Social Science Occupations	0	0	0	0	0	0	0
23 Legal	894	0	0	0	0	18	875
25 Education	0	0	0	0	0	0	0
27 Arts, Design, Entertainment, Sports, and Media	0	0	0	0	0	0	0
29 Healthcare Practitioners and Technical Occupations	2,071	0	14	0	0	0	2,058
31 Healthcare Support Occupations	0	0	0	0	0	0	0
33 Protective Service Occupations	224	0	96	28	2	0	98
35 Food Preparation and Serving Occupations	3,160	286	747	1,096	602	230	199
37 Building and Ground Cleaning and Maintenance	817	152	216	271	23	134	22
39 Personal Care and Service Occupations	611	27	408	60	98	0	18
41 Sales Occupations	7,195	744	1,625	2,372	280	870	1,305
43 Office and Administrative Support Occupations	1,787	111	385	592	159	211	330
45 Farming, Fishing, and Forestry Occupations	944	554	285	63	31	0	10
47 Construction Trades	1,441	233	384	444	12	110	257
47 Extraction Workers	0	0	0	0	0	0	0
49 Installation, Maintenance, and Repair Workers	58	50	0	0	0	8	0
51 Production Occupations	1,224	201	288	412	0	19	304
53 Transportation and Material Moving Occupations	233	0	163	70	0	0	0

55 Military Specific Occupations	0	0	0	0	0	0	0	0	0
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Part-Time Specialists	Total	01 < HS\GED	02 HS\GED	03 Some College- OUT	04 Some College- ATTENDING	05 AA	06 BA or up
Total	220,901	39,291	53,939	38,465	17,252	20,579	51,374
11 Management Occupations	0	0	0	0	0	0	0
13 Business Operations Specialists	4,654	282	634	1,206	636	514	1,382
13 Financial Specialists	4,225	103	289	766	323	740	2,004
15 Computer and Mathematical Occupations	3,077	141	473	578	481	366	1,039
17 Architecture and Engineering Occupations	2,752	96	214	399	139	322	1,583
19 Life, Physical, and Social Science Occupations	2,174	105	66	187	243	241	1,332
21 Community and Social Science Occupations	6,287	355	460	999	246	882	3,345
23 Legal	0	0	0	0	0	0	0
25 Education	32,639	387	884	2,457	2,379	3,070	23,462
27 Arts, Design, Entertainment, Sports, and Media	8,842	743	1,601	1,792	960	1,024	2,722
29 Healthcare Practitioners and Technical Occupations	17,341	51	1,261	2,441	634	5,817	7,137
31 Healthcare Support Occupations	0	0	0	0	0	0	0
33 Protective Service Occupations	3,051	202	587	971	660	348	283
35 Food Preparation and Serving Occupations	23,068	5,755	7,639	3,849	3,986	844	995
37 Building and Ground Cleaning and Maintenance	67	12	34	21	0	0	0
39 Personal Care and Service Occupations	8,953	674	2,964	2,595	858	949	912
41 Sales Occupations	5,397	153	1,206	1,637	297	694	1,410
43 Office and Administrative Support Occupations	210	0	22	27	98	0	63
45 Farming, Fishing, and Forestry Occupations	43	0	23	17	0	0	3
47 Construction Trades	22,770	8,364	7,523	3,950	882	939	1,111
47 Extraction Workers	820	298	201	286	35	0	0
49 Installation, Maintenance, and Repair Workers	9,708	2,326	3,757	2,204	613	561	248
51 Production Occupations	20,050	6,456	7,668	3,342	988	1,053	543

53 Transportation and Material Moving Occupations	44,742	12,788	16,403	8,741	2,795	2,215	1,800
55 Military Specific Occupations	31	0	31	0	0	0	0

Part-Time Support	Total	01 < HS\GED	02 HS\GED	03 Some College- OUT	04 Some College- ATTENDING	05 AA	06 BA or up
Total	304,300	91,753	80,432	54,563	39,762	19,707	18,083
11 Management Occupations	0	0	0	0	0	0	0
13 Business Operations Specialists	0	0	0	0	0	0	0
13 Financial Specialists	0	0	0	0	0	0	0
15 Computer and Mathematical Occupations	0	0	0	0	0	0	0
17 Architecture and Engineering Occupations	0	0	0	0	0	0	0
19 Life, Physical, and Social Science Occupations	0	0	0	0	0	0	0
21 Community and Social Science Occupations	0	0	0	0	0	0	0
23 Legal	1,064	0	88	371	205	44	356
25 Education	10,157	545	2,073	3,184	1,136	2,054	1,165
27 Arts, Design, Entertainment, Sports, and Media	0	0	0	0	0	0	0
29 Healthcare Practitioners and Technical Occupations	0	0	0	0	0	0	0
31 Healthcare Support Occupations	15,446	1,362	3,964	5,095	847	2,619	1,559
33 Protective Service Occupations	5,247	611	1,377	1,489	854	295	621
35 Food Preparation and Serving Occupations	27,419	4,970	8,600	4,258	7,304	1,223	1,064
37 Building and Ground Cleaning and Maintenance	29,801	13,210	9,198	3,538	1,752	1,190	913
39 Personal Care and Service Occupations	28,951	7,167	8,724	5,482	3,670	2,237	1,670
41 Sales Occupations	52,752	7,716	15,274	10,303	12,362	3,481	3,616
43 Office and Administrative Support Occupations	62,916	4,661	17,748	17,875	10,101	6,033	6,498
45 Farming, Fishing, and Forestry Occupations	68,984	51,214	12,822	2,809	1,405	323	410
47 Construction Trades	0	0	0	0	0	0	0
47 Extraction Workers	0	0	0	0	0	0	0
49 Installation, Maintenance, and Repair Workers	1,318	298	466	75	126	207	145

51 Production Occupations	0	0	0	0	0	0	0	0	0	0	0	0	0
53 Transportation and Material Moving Occupations	23	0	0	0	0	0	0	0	0	0	0	0	0
55 Military Specific Occupations	222	0	0	95	61	0	0	0	0	0	0	0	65

**Appendix Table 25 — Unemployed Labor Force By Broad Occupation Categories, Educational Attainment and Management Status
(Excluding Long-Term Unemployed)**

Unemployed Management	Total	01 < HS\GED	02 HS\GED	03 Some College- OUT	04 Some College- ATTENDING	05 AA	06 BA or up
Total	12,740	1,468	3,267	4,198	655	1,329	1,823
11 Management Occupations	5,176	413	1,270	1,825	228	532	909
13 Business Operations Specialists	0	0	0	0	0	0	0
13 Financial Specialists	0	0	0	0	0	0	0
15 Computer and Mathematical Occupations	0	0	0	0	0	0	0
17 Architecture and Engineering Occupations	0	0	0	0	0	0	0
19 Life, Physical, and Social Science Occupations	0	0	0	0	0	0	0
21 Community and Social Science Occupations	0	0	0	0	0	0	0
23 Legal	58	0	0	0	0	0	58
25 Education	0	0	0	0	0	0	0
27 Arts, Design, Entertainment, Sports, and Media	0	0	0	0	0	0	0
29 Healthcare Practitioners and Technical Occupations	74	0	0	0	0	0	74
31 Healthcare Support Occupations	0	0	0	0	0	0	0
33 Protective Service Occupations	121	0	0	53	67	0	0
35 Food Preparation and Serving Occupations	1,135	171	250	387	84	220	23
37 Building and Ground Cleaning and Maintenance	166	72	77	0	16	0	2
39 Personal Care and Service Occupations	145	0	43	27	21	55	0
41 Sales Occupations	2,683	179	1,143	803	43	160	356
43 Office and Administrative Support Occupations	1,040	0	183	402	77	239	139

45 Farming, Fishing, and Forestry Occupations	355	247	12	51	0	45	0
47 Construction Trades	772	179	130	250	119	52	42
47 Extraction Workers	0	0	0	0	0	0	0
49 Installation, Maintenance, and Repair Workers	216	18	65	106	0	27	0
51 Production Occupations	563	104	30	294	0	0	135
53 Transportation and Material Moving Occupations	227	85	57	0	0	0	85
55 Military Specific Occupations	7	0	7	0	0	0	0

Unemployed Specialists	Total	01 < HS\GED	02 HS\GED	03 Some College- OUT	04 Some College- ATTENDING	05 AA	06 BA or up
Total	78,526	20,991	24,382	14,282	5,783	4,843	8,245
11 Management Occupations	0	0	0	0	0	0	0
13 Business Operations Specialists	2,008	106	741	358	113	240	450
13 Financial Specialists	1,443	25	121	564	0	169	565
15 Computer and Mathematical Occupations	1,433	0	146	478	215	229	366
17 Architecture and Engineering Occupations	566	105	63	92	0	62	244
19 Life, Physical, and Social Science Occupations	674	40	96	204	134	43	157
21 Community and Social Science Occupations	934	16	100	148	70	160	440
23 Legal	0	0	0	0	0	0	0
25 Education	4,279	171	150	396	594	643	2,325
27 Arts, Design, Entertainment, Sports, and Media	2,521	222	334	391	378	605	590
29 Healthcare Practitioners and Technical Occupations	1,959	148	184	408	237	468	514
31 Healthcare Support Occupations	0	0	0	0	0	0	0
33 Protective Service Occupations	1,475	47	285	261	634	126	122
35 Food Preparation and Serving Occupations	4,925	1,057	2,013	981	432	184	257
37 Building and Ground Cleaning and Maintenance	145	0	62	83	0	0	0
39 Personal Care and Service Occupations	1,084	230	536	134	143	25	16
41 Sales Occupations	1,280	162	226	186	365	60	282

43 Office and Administrative Support Occupations	210	33	31	40	0	105	0
45 Farming, Fishing, and Forestry Occupations	63	0	37	0	0	0	26
47 Construction Trades	13,043	5,209	3,903	2,679	465	421	366
47 Extraction Workers	947	389	247	277	0	33	0
49 Installation, Maintenance, and Repair Workers	4,637	1,394	1,913	746	126	301	157
51 Production Occupations	12,503	4,090	4,759	1,971	522	419	742
53 Transportation and Material Moving Occupations	22,362	7,546	8,435	3,850	1,357	549	626
55 Military Specific Occupations	35	0	0	35	0	0	0

	Total	01 < HS\GED	02 HS\GED	03 Some College- OUT	04 Some College- ATTENDING	05 AA	06 BA or up
Total	99,066	31,612	28,862	19,409	8,229	6,284	4,670
11 Management Occupations	0	0	0	0	0	0	0
13 Business Operations Specialists	0	0	0	0	0	0	0
13 Financial Specialists	0	0	0	0	0	0	0
15 Computer and Mathematical Occupations	0	0	0	0	0	0	0
17 Architecture and Engineering Occupations	0	0	0	0	0	0	0
19 Life, Physical, and Social Science Occupations	0	0	0	0	0	0	0
21 Community and Social Science Occupations	0	0	0	0	0	0	0
23 Legal	424	43	35	148	0	106	92
25 Education	1,298	179	451	120	182	256	111
27 Arts, Design, Entertainment, Sports, and Media	0	0	0	0	0	0	0
29 Healthcare Practitioners and Technical Occupations	0	0	0	0	0	0	0
31 Healthcare Support Occupations	4,551	599	1,371	1,380	448	509	244
33 Protective Service Occupations	1,695	193	656	340	201	179	125
35 Food Preparation and Serving Occupations	5,502	772	1,990	1,397	1,047	210	85
37 Building and Ground Cleaning and Maintenance	8,996	3,494	3,393	1,257	496	257	98
39 Personal Care and Service Occupations	6,455	1,061	2,520	1,617	354	461	443

41 Sales Occupations	15,992	2,309	4,434	3,947	2,456	1,491	1,354
43 Office and Administrative Support Occupations	23,877	2,224	7,630	7,648	2,254	2,246	1,876
45 Farming, Fishing, and Forestry Occupations	29,048	20,653	5,925	1,148	712	441	170
47 Construction Trades	0	0	0	0	0	0	0
47 Extraction Workers	0	0	0	0	0	0	0
49 Installation, Maintenance, and Repair Workers	838	84	179	408	39	128	0
51 Production Occupations	0	0	0	0	0	0	0
53 Transportation and Material Moving Occupations	0	0	0	0	0	0	0
55 Military Specific Occupations	390	0	278	0	40	0	72

Appendix Table 26 — Long-Term Unemployed Labor Force By Educational Attainment

	Total	<HS	HS	Some Coll OUT	Some Coll IN	AA	BA or up
Long-Term Unemployed persons	50,827	16,697	17,794	5,580	7,054	1,771	1,931

Source: Applied Development Economics, based on US Census ACS Public Use Microdata 2012-2014 from iPUMS

Appendix Table 27 — Unemployed Labor Force-to-Job Openings Skills Match

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
Total			51,619	516,190	151,907	80,374
53-70XX	Conveyor operators and tenders, and hoist and winch operators	Less than high school	7	70	0	0
53-7081	Refuse and Recyclable Material Collectors	Less than high school	41	410	197	163
53-7070	Pumping Station Operators	Less than high school	6	60	0	0
53-7064	Packers and Packagers, Hand	Less than high school	596	5960	4,820	4,159
53-7063	Machine Feeders and Offbearers	Less than high school	19	190	64	64

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC						
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	Less than high school	1,471	14710	6,631	4,528
53-7061	Cleaners of Vehicles and Equipment	Less than high school	298	2980	1,067	919
53-7051	Industrial Truck and Tractor Operators	Less than high school	287	2870	2,247	1,417
53-7030	Dredge, Excavating, and Loading Machine Operators	Less than high school	5	50	12	12
53-7021	Crane and Tower Operators	High school diploma or equivalent	33	330	0	0
53-6031	Service Station Attendants	Less than high school	44	440	193	167
53-6021	Parking Lot Attendants	Less than high school	14	140	32	32
53-3099	Motor Vehicle Operators, All Other	High school diploma or equivalent	19	190	0	0
53-3041	Taxi Drivers and Chauffeurs	Less than high school	39	390	63	0
53-3030	Driver/Sales Workers and Truck Drivers	High school diploma or equivalent	1,711	17110	5,783	3,702
53-3020	Bus Drivers	High school diploma or equivalent	160	1600	274	248
53-2020	Air Traffic Controllers and Airfield Operations Specialists	Associate's degree	12	120	0	0
53-2010	Aircraft Pilots and Flight Engineers	Bachelor's degree	7	70	0	0
53-1000	Supervisors of Transportation and Material Moving Workers	High school diploma or equivalent	166	1660	227	57
51-91XX	Other production workers including semiconductor processors and cooling and freezing equipment operators	Associate's degree	76	760	1,143	22
51-9198	Helpers--Production Workers	Less than high school	130	1300	96	96
51-9196	Paper Goods Machine Setters, Operators, and Tenders	High school diploma or equivalent	14	140	0	0
51-9111	Packaging and Filling Machine Operators and Tenders	High school diploma or equivalent	321	3210	1,409	720
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	High school diploma or equivalent	129	1290	1,319	849
51-9020	Crushing, Grinding, Polishing, Mixing, and Blending Workers	High school diploma or equivalent	32	320	28	28
51-9010	Chemical Processing Machine Setters, Operators, and Tenders	High school diploma or equivalent	44	440	26	26
51-8090	Miscellaneous Plant and System Operators	High school diploma or equivalent	18	180	0	0
51-8031	Water and Wastewater Treatment Plant and System Operators	High school diploma or equivalent	53	530	39	0
51-8010	Power Plant Operators, Distributors, and Dispatchers	High school diploma or equivalent	13	130	0	0
51-6011	Laundry and Dry-Cleaning Workers	Less than high school	56	560	44	21

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC						
51-4XXX	Misc. metal workers\plastic workers incl. milling and planing mach. setters, and multiple mach. tool setters, and lay-out workers	High school diploma or equivalent	6	60	92	68
51-4120	Welding, Soldering, and Brazing Workers	High school diploma or equivalent	132	1320	655	537
51-4041	Machinists	High school diploma or equivalent	68	680	7	7
51-4010	Computer Control Programmers and Operators	High school diploma or equivalent	6	60	0	0
51-3099	Food Processing Workers, All Other	Less than high school	9	90	16	16
51-3093	Food Cooking Machine Operators and Tenders	High school diploma or equivalent	14	140	0	0
51-3092	Food Batchmakers	High school diploma or equivalent	81	810	263	114
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	Less than high school	6	60	0	0
51-3020	Butchers and Other Meat, Poultry, and Fish Processing Workers	Less than high school	219	2190	210	199
51-3011	Bakers	Less than high school	45	450	152	96
51-2090	Miscellaneous Assemblers and Fabricators	High school diploma or equivalent	156	1560	814	566
51-2041	Structural Metal Fabricators and Fitters	High school diploma or equivalent	12	120	0	0
51-1011	First-Line Supervisors of Production and Operating Workers	Postsecondary non-degree award	106	1060	352	83
49-90XX	Miscellaneous Installation, Maintenance, and Repair Workers, Including Wind Turbine Service Technicians	Some college, no degree	24	240	267	53
49-9098	Helpers--Installation, Maintenance, and Repair Workers	High school diploma or equivalent	51	510	0	0
49-9071	Maintenance and Repair Workers, General	High school diploma or equivalent	419	4190	745	333
49-9060	Precision Instrument and Equipment Repairers	Associate's degree	12	120	0	0
49-9052	Telecommunications Line Installers and Repairers	High school diploma or equivalent	36	360	0	0
49-9051	Electrical Power-Line Installers and Repairers	High school diploma or equivalent	47	470	0	0
49-904X	Industrial and Refractory Machinery Mechanic	High school diploma or equivalent	192	1920	393	295
49-9043	Maintenance Workers, Machinery	High school diploma or equivalent	21	210	0	0
49-9031	Home Appliance Repairers	High school diploma or equivalent	12	120	0	0
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Postsecondary non-degree award	96	960	234	31
49-3090	Miscellaneous Vehicle and Mobile Equipment Mechanics, Installers, and Repairers	High school diploma or equivalent	60	600	23	19
49-3040	Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics	High school diploma or equivalent	111	1110	121	39

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC	Bus and Truck Mechanics and Diesel Engine Specialists	High school diploma or equivalent	82	820	223	148
49-3031	Automotive Service Technicians and Mechanics	High school diploma or equivalent	219	2190	1,020	512
49-3023	Automotive Body and Related Repairers	High school diploma or equivalent	38	380	0	0
49-3021	Aircraft Mechanics and Service Technicians	Postsecondary non-degree award	31	310	22	0
49-3011	Electrical and electronics repairers, transportation equipment, and industrial and utility	Postsecondary non-degree award	6	60	0	0
49-209X	Electric Motor, Power Tool, and Related Repairers	Postsecondary non-degree award	6	60	0	0
49-2092	Radio and Telecommunications Equipment Installers and Repairers	Associate's degree	72	720	287	0
49-2020	Computer, Automated Teller, and Office Machine Repairers	Some college, no degree	15	150	137	108
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	High school diploma or equivalent	148	1480	191	146
47-XXXX	Miscellaneous Construction Workers Including Solar Photovoltaic Installers, and Septic Tank Servicers and Sewer Pipe Cleaners	High school diploma or equivalent	281	2810	140	76
47-5021	Earth Drillers, Except Oil and Gas	High school diploma or equivalent	19	190	0	0
47-4051	Highway Maintenance Workers	High school diploma or equivalent	12	120	85	57
47-4041	Hazardous Materials Removal Workers	High school diploma or equivalent	17	170	0	0
47-4031	Fence Erectors	High school diploma or equivalent	9	90	12	12
47-4011	Construction and Building Inspectors	High school diploma or equivalent	18	180	0	0
47-3010	Helpers, Construction Trades	Less than high school	24	240	96	96
47-2221	Structural Iron and Steel Workers	High school diploma or equivalent	13	130	126	126
47-2211	Sheet Metal Workers	High school diploma or equivalent	24	240	105	105
47-2181	Roofers	Less than high school	17	170	98	98
47-2150	Pipelayers, Plumbers, Pipefitters, and Steamfitters	Less than high school	96	960	503	402
47-2140	Painters and Paperhangers	Less than high school	57	570	838	617
47-2111	Electricians	High school diploma or equivalent	155	1550	414	250
47-2080	Drywall Installers, Ceiling Tile Installers, and Tapers	Less than high school	28	280	155	155
47-207X	Construction equipment operators except paving, surfacing, and tamping equipment operators	High school diploma or equivalent	210	2100	236	160
47-2071	Paving, Surfacing, and Tamping Equipment Operators	High school diploma or equivalent	7	70	0	0

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC						
47-2061	Construction Laborers	Less than high school	558	5580	4,835	3,671
47-2050	Cement Masons, Concrete Finishers, and Terrazzo Workers	Less than high school	51	510	182	155
47-2040	Carpet, Floor, and Tile Installers and Finishers	Less than high school	8	80	264	236
47-2031	Carpenters	High school diploma or equivalent	135	1350	1,707	898
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	High school diploma or equivalent	168	1680	477	209
45-4011	Forest and Conservation Workers	High school diploma or equivalent	6	60	0	0
45-20XX	Miscellaneous agricultural workers including animal breeders	High school diploma or equivalent	6,033	60330	23,134	4,939
45-2041	Graders and Sorters, Agricultural Products	Less than high school	158	1580	4,376	4,085
45-2011	Agricultural Inspectors	Bachelor's degree	9	90	37	0
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	High school diploma or equivalent	128	1280	333	63
43-9XXX	Miscellaneous office and administrative support workers including desktop publishers	High school diploma or equivalent	119	1190	326	145
43-9061	Office Clerks, General	High school diploma or equivalent	816	8160	2,075	1,341
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	High school diploma or equivalent	14	140	27	27
43-9041	Insurance Claims and Policy Processing Clerks	High school diploma or equivalent	96	960	185	158
43-9022	Word Processors and Typists	High school diploma or equivalent	5	50	0	0
43-9021	Data Entry Keyers	High school diploma or equivalent	9	90	387	184
43-6010	Secretaries and Administrative Assistants	High school diploma or equivalent	732	7320	2,490	1,747
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	High school diploma or equivalent	46	460	273	209
43-5081	Stock Clerks and Order Fillers	Less than high school	903	9030	4,177	2,491
43-5071	Shipping, Receiving, and Traffic Clerks	High school diploma or equivalent	241	2410	600	397
43-5061	Production, Planning, and Expediting Clerks	High school diploma or equivalent	57	570	197	21
43-5052	Postal Service Mail Carriers	High school diploma or equivalent	56	560	28	28
43-5030	Dispatchers	High school diploma or equivalent	113	1130	204	67
43-5011	Cargo and Freight Agents	High school diploma or equivalent	8	80	0	0
43-4XXX	Correspondent clerks and order clerks	High school diploma or equivalent	33	330	119	113
43-4199	Information and Record Clerks, All Other	High school diploma or equivalent	30	300	82	20

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC						
43-4171	Receptionists and Information Clerks	High school diploma or equivalent	325	3250	1,628	1,206
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	High school diploma or equivalent	22	220	37	37
43-4121	Library Assistants, Clerical	High school diploma or equivalent	30	300	37	0
43-4111	Interviewers, Except Eligibility and Loan	High school diploma or equivalent	36	360	469	283
43-4081	Hotel, Motel, and Resort Desk Clerks	High school diploma or equivalent	99	990	169	26
43-4071	File Clerks	High school diploma or equivalent	41	410	357	261
43-4061	Eligibility Interviewers, Government Programs	High school diploma or equivalent	59	590	39	20
43-4051	Customer Service Representatives	High school diploma or equivalent	727	7270	3,660	2,180
43-4031	Court, Municipal, and License Clerks	High school diploma or equivalent	24	240	0	0
43-3071	Tellers	High school diploma or equivalent	150	1500	249	124
43-3061	Procurement Clerks	High school diploma or equivalent	14	140	0	0
43-3051	Payroll and Timekeeping Clerks	High school diploma or equivalent	70	700	23	0
43-3031	Bookkeeping, Accounting, and Auditing Clerks	High school diploma or equivalent	356	3560	920	671
43-3021	Billing and Posting Clerks	High school diploma or equivalent	135	1350	459	336
43-3011	Bill and Account Collectors	High school diploma or equivalent	84	840	182	182
43-2011	Switchboard Operators, Including Answering Service	High school diploma or equivalent	6	60	29	29
43-1011	First-Line Supervisors of Office and Administrative Support Workers	High school diploma or equivalent	508	5080	1,040	585
41-9099	Sales and Related Workers, All Other	High school diploma or equivalent	21	210	32	18
41-9041	Telemarketers	Less than high school	46	460	348	116
41-9020	Real Estate Brokers and Sales Agents	High school diploma or equivalent	6	60	121	0
41-9010	Models, Demonstrators, and Product Promoters	High school diploma or equivalent	54	540	217	55
41-4010	Sales Representatives, Wholesale and Manufacturing	Bachelor's degree	515	5150	931	154
41-3099	Sales Representatives, Services, All Other	High school diploma or equivalent	299	2990	446	146
41-3031	Securities, Commodities, and Financial Services Sales Agents	Bachelor's degree	29	290	59	40
41-3021	Insurance Sales Agents	High school diploma or equivalent	95	950	189	102
41-3011	Advertising Sales Agents	High school diploma or equivalent	19	190	260	95
41-2031	Retail Salespersons	Less than high school	2,207	22070	4,485	1,557
41-2022	Parts Salespersons	Less than high school	86	860	148	148

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC						
41-2021	Counter and Rental Clerks	Less than high school	203	2030	73	29
41-2010	Cashiers	Less than high school	2,206	22060	8,089	3,684
41-1012	First-Line Supervisors of Non-Retail Sales	High school diploma or equivalent	38	380	62	3
41-1011	First-Line Supervisors of Retail Sales Workers	High school diploma or equivalent	516	5160	2,267	1,668
39-9041	Residential Advisors	High school diploma or equivalent	13	130	0	0
39-9030	Recreation and Fitness Workers	High school diploma or equivalent	87	870	156	123
39-9021	Personal Care Aides	Less than high school	1,089	10890	3,625	2,251
39-9011	Childcare Workers	High school diploma or equivalent	281	2810	1,826	917
39-7010	Tour and Travel Guides	High school diploma or equivalent	5	50	0	0
39-5090	Miscellaneous Personal Appearance Workers	Postsecondary non-degree award	7	70	27	0
39-5012	Hairdressers, Hairstylists, and Cosmetologists	Postsecondary non-degree award	45	450	289	62
39-3090	Miscellaneous Entertainment Attendants and Related Workers	Less than high school	101	1010	166	22
39-3031	Ushers, Lobby Attendants, and Ticket Takers	Less than high school	23	230	0	0
39-3010	Gaming Services Workers	High school diploma or equivalent	34	340	0	0
39-2021	Nonfarm Animal Caretakers	Less than high school	21	210	224	224
39-1021	First-Line Supervisors of Personal Service Workers	High school diploma or equivalent	31	310	75	0
37-3010	Grounds Maintenance Workers	Less than high school	235	2350	2,297	1,993
37-2021	Pest Control Workers	High school diploma or equivalent	32	320	145	145
37-2012	Maids and Housekeeping Cleaners	Less than high school	242	2420	1,446	1,166
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	Less than high school	760	7600	53	37
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	High school diploma or equivalent	40	400	73	0
35-90XX	Miscellaneous food preparation and serving related workers incl. dining room\cafeteria attendants, bartender helpers	Less than high school	239	2390	485	305
35-9031	Host and Hostesses, Restaurant, Lounge, and Coffee Shop	Less than high school	200	2000	429	328
35-9021	Dishwashers	Less than high school	253	2530	652	297
35-3041	Food Servers, Nonrestaurant	Less than high school	73	730	154	64
35-3031	Waiters and Waitresses	Less than high school	966	9660	2,124	1,115

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC 35-3022	Counter Attendant, Cafeteria, Food Concession, and Coffee Shop	Less than high school	253	2530	684	339
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	Less than high school	2,339	23390	505	142
35-3011	Bartenders	Less than high school	165	1650	409	179
35-2021	Food Preparation Workers	Less than high school	365	3650	1,740	826
35-2010	Cooks	Less than high school	985	9850	3,043	2,285
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	High school diploma or equivalent	431	4310	714	461
35-1011	Chefs and Head Cooks	High school diploma or equivalent	14	140	155	74
33-909X	Lifeguards and Other Protective Service Workers	High school diploma or equivalent	132	1320	380	50
33-9091	Crossing Guards	High school diploma or equivalent	51	510	1	0
33-9030	Security Guards and Gaming Surveillance Officers	High school diploma or equivalent	301	3010	1,515	950
33-3050	Police Officers	High school diploma or equivalent	236	2360	266	177
33-3021	Detectives and Criminal Investigators	High school diploma or equivalent	22	220	0	0
33-3010	Bailiffs, Correctional Officers, and Jailers	High school diploma or equivalent	444	4440	519	159
33-2011	Firefighters	Postsecondary non-degree award	91	910	144	56
33-1012	First-Line Supervisors of Police and Detectives	High school diploma or equivalent	5	50	0	0
33-1011	First-Line Supervisors of Correctional Officers	High school diploma or equivalent	53	530	67	0
31-909X	Medical Assistants and Other Healthcare Support Occupations, except dental assistants	High school diploma or equivalent	25	250	18	18
31-9097	Phlebotomists	Postsecondary non-degree award	36	360	0	0
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	High school diploma or equivalent	13	130	22	0
31-9095	Pharmacy Aides	High school diploma or equivalent	10	100	44	1
31-9092	Medical Assistants	Postsecondary non-degree award	347	3470	1,073	288
31-9091	Dental Assistants	Postsecondary non-degree award	96	960	101	75
31-2020	Physical Therapist Assistants and Aides	Associate's degree	12	120	30	0
31-1010	Nursing, Psychiatric, and Home Health Aides	Less than high school	1,228	12280	3,368	1,731
29-9000	Other Healthcare Practitioners and Technical Occupations	Bachelor's degree	25	250	23	23
29-2090	Miscellaneous Health Technologists and Technicians	Master's degree	33	330	79	79
29-2081	Opticians, Dispensing	High school diploma or equivalent	32	320	46	46

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC	Medical Records and Health Information Technicians	Postsecondary non-degree award	58	580	0	0
29-2071	Licensed Practical and Licensed Vocational Nurses	Postsecondary non-degree award	307	3070	453	197
29-2061	Health Diagnosing and Treating Practitioner Support Technicians	Associate's degree	144	1440	145	0
29-2050						
29-2041	Emergency Medical Technicians and Paramedics	Postsecondary non-degree award	86	860	45	38
29-2030	Diagnostic Related Technologists and Technicians	Associate's degree	60	600	93	93
29-2021	Dental Hygienists	Associate's degree	40	400	0	0
29-2010	Clinical Laboratory Technologists and Technicians	Associate's degree	51	510	40	0
29-11XX	Nurse Practitioners, and Nurse Midwives	Master's degree	71	710	0	0
29-1141	Nurse Practitioners, and Nurse Midwives	Associate's degree	989	9890	404	46
29-1131	Veterinarians	Doctoral or professional degree	16	160	0	0
29-1127	SpeechLanguage Pathologists	Master's degree	26	260	0	0
29-1126	Respiratory Therapists	Associate's degree	18	180	0	0
29-1123	Physical Therapists	Doctoral or professional degree	42	420	0	0
29-1122	Occupational Therapists	Master's degree	16	160	0	0
29-1071	Physician Assistants	Master's degree	30	300	0	0
29-1060	Physicians and Surgeons	Doctoral or professional degree	107	1070	0	0
29-1051	Pharmacists	Doctoral or professional degree	95	950	0	0
29-1041	Optometrists	Doctoral or professional degree	8	80	0	0
29-1031	Dieticians and Nutritionists	Bachelor's degree	8	80	0	0
29-1020	Dentists	Doctoral or professional degree	35	350	0	0
27-40XX	Broadcast and Sound Engineering Techs and Radio Operators, and media and commequipment workers, all other	Postsecondary non-degree award	18	180	0	0
27-3090	Miscellaneous Media and Communication Workers	Bachelor's degree	18	180	133	0
27-3031	Public Relations Specialists	Bachelor's degree	16	160	157	59
27-2040	Musicians, Singers, and Related Workers	Bachelor's degree	16	160	19	0
27-2020	Athletes, Coaches, Umpires, and Related Workers	High school diploma or equivalent	68	680	144	40
27-2012	Producers and Directors	Bachelor's degree	10	100	0	0
27-1020	Designers	Bachelor's degree	50	500	182	3
25-90XX	Other Education, Training, and Library Workers	Bachelor's degree	50	500	0	0

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC	Teacher Assistants	Some college, no degree	572	5720	1,298	301
25-9041	Library Technicians	Postsecondary non-degree award	57	570	0	0
25-4021	Librarians	Master's degree	13	130	44	0
25-3000	Other Teachers and Instructors	Bachelor's degree	502	5020	965	448
25-2050	Elementary and Middle School Teachers	Bachelor's degree	69	690	29	29
25-2030	Secondary School Teachers	Bachelor's degree	391	3910	208	147
25-2020	Elementary and Middle School Teachers	Bachelor's degree	918	9180	1,313	1,005
25-2010	Preschool and Kindergarten Teachers	Associate's degree	225	2250	349	79
25-1000	Postsecondary Teachers	Doctoral or professional degree	291	2910	535	341
23-2011	Paralegals and Legal Assistants	Associate's degree	53	530	279	106
23-10XX	Lawyers, and judges, magistrates, and other judicial workers	Doctoral or professional degree	75	750	36	36
21-2099	Religious Workers, All Other	Bachelor's degree	6	60	0	0
21-2021	Directors, Religious Activities and Education	Bachelor's degree	18	180	0	0
21-2011	Clergy	Bachelor's degree	23	230	0	0
21-109X	Miscellaneous Community and Social Service Specialists	Bachelor's degree	65	650	54	54
21-1093	Social and Human Service Assistants	High school diploma or equivalent	219	2190	57	49
21-1092	Probation Officers and Correctional Treatment Specialists	Bachelor's degree	44	440	0	0
21-1020	Social Workers	Bachelor's degree	245	2450	218	53
21-1010	Counselors	High school diploma or equivalent	204	2040	406	63
19-40YY	Miscellaneous Life, Physical, and Social Science Technicians, Including Social Science Research Assistants	Associate's degree	58	580	127	19
19-40XX	Misc. life, physical, social science technicians, incl social science RAs & nuclear techs	Associate's degree	18	180	0	0
19-4031	Chemical Technicians	Associate's degree	19	190	19	0
19-4021	Biological Technicians	Bachelor's degree	6	60	40	0
19-4011	Agricultural and Food Science Technicians	Associate's degree	19	190	142	0
19-3051	Urban and Regional Planners	Master's degree	17	170	0	0
19-3030	Market and Survey Researchers	Doctoral or professional degree	56	560	0	0

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC						
19-2040	Environmental Scientists and Geoscientists	Bachelor's degree	37	370	24	24
19-2030	Chemists and Materials Scientists	Bachelor's degree	16	160	0	0
19-10XX	General and Operations Managers	Master's degree	14	140	0	0
17-3020	Engineering Technicians, Except Drafters	Associate's degree	36	360	0	0
17-3010	Drafters	Associate's degree	6	60	0	0
17-21YY	Miscellaneous engineers including nuclear engineers	Bachelor's degree	35	350	0	0
17-2141	Mechanical Engineers	Bachelor's degree	39	390	55	55
17-2110	Industrial Engineers, including Health and Safety	Bachelor's degree	45	450	21	0
17-20XX	Biomedical and agricultural engineers	Bachelor's degree	30	300	0	0
17-2081	Environmental Engineers	Bachelor's degree	7	70	0	0
17-2070	Electrical and Electronics Engineers	Bachelor's degree	22	220	0	0
17-2051	Civil Engineers	Bachelor's degree	76	760	37	30
17-2011	Aerospace Engineers	Bachelor's degree	25	250	33	33
17-1010	Architects, Except Naval	Bachelor's degree	21	210	15	11
15-20XX	Misc. mathematical science occupations, including mathematicians and statisticians	Master's degree	6	60	0	0
15-2031	Operations Research Analysts	Bachelor's degree	6	60	0	0
15-1199	Computer Occupations, All Other	Bachelor's degree	16	160	20	0
15-1150	Computer Support Specialists	Some college, no degree	90	900	471	378
15-1143	Computer Network Architects	Bachelor's degree	6	60	0	0
15-1142	Network and Computer Systems Administrators	Bachelor's degree	43	430	0	0
15-1141	Database Administrators	Bachelor's degree	5	50	0	0
15-113X	Software Developers, Applications and Systems Software	Bachelor's degree	66	660	119	119
15-1131	Computer Programmers	Bachelor's degree	25	250	55	0
15-1121	Computer Programmers	Bachelor's degree	61	610	85	46
13-2099	Financial Specialists, All Other	Bachelor's degree	5	50	44	44
13-2082	Tax Preparers	High school diploma or equivalent	7	70	47	0
13-2081	Tax Examiners and Collectors, and Revenue Agents	Bachelor's degree	60	600	432	0
13-2070	Credit Counselors and Loan Officers	Bachelor's degree	18	180	87	0

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC	Insurance Underwriters	Bachelor's degree	6	60	0	0
13-2053	Financial Analysts	Bachelor's degree	19	190	0	0
13-2051	Budget Analysts	Bachelor's degree	14	140	0	0
13-2031	Accountants and Auditors	Bachelor's degree	340	3400	325	282
13-2011	Business Operations Specialists, All Other	High school diploma or equivalent	144	1440	161	68
13-1199	Market Research Analysts and Marketing Specialists	Bachelor's degree	71	710	59	42
13-1161	Training and Development Specialists	Bachelor's degree	34	340	95	0
13-1151	Compensation, Benefits, and Job Analysis Specialists	Bachelor's degree	7	70	0	0
13-1141	Fundraisers	Bachelor's degree	7	70	22	0
13-1131	Meeting and Convention Planners	Bachelor's degree	7	70	47	19
13-1121	Management Analysts	Bachelor's degree	84	840	192	64
13-1111	Logisticians	Bachelor's degree	15	150	29	0
13-1081	Human Resources, Training, and Labor Relations Specialists	Bachelor's degree	78	780	244	75
13-1070	Cost Estimators	Bachelor's degree	102	1020	0	0
13-1051	Compliance Officers, Except Ag., Construction, Health and Safety, and Transport.	Bachelor's degree	25	250	34	34
13-1041	Claims Adjusters, Appraisers, Examiners, and Investigators	High school diploma or equivalent	47	470	0	0
13-1030	Purchasing Agents, Except Wholesale, Retail, and Farm Products	High school diploma or equivalent	33	330	109	109
13-1023	Wholesale and Retail Buyers, Except Farm Products	High school diploma or equivalent	28	280	107	32
13-1022	Miscellaneous managers including postmansters and mail superintendents	Associate's degree	43	430	740	22
11-9XXX	Social and Community Service Managers	Bachelor's degree	51	510	36	13
11-9151	Property, Real Estate, and Community Association Managers	High school diploma or equivalent	27	270	262	212
11-9141	Medical and Health Services Managers	Bachelor's degree	109	1090	0	0
11-9111	Lodging Managers	High school diploma or equivalent	6	60	0	0
11-9081	Food Service Managers	High school diploma or equivalent	55	550	313	199
11-9051	Architectural and Engineering Managers	Bachelor's degree	25	250	0	0
11-9041	Education Administrators	Bachelor's degree	114	1140	304	139
11-9030	Constructions Managers	Bachelor's degree	59	590	148	23

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Unemployed in Target Occupations	Unemployed in Target Occupations With Required background
OCCSOC	Farmers, Ranchers, and Other Agricultural Managers	High school diploma or equivalent	118	1180	323	29
11-9013	Human Resources Managers	Bachelor's degree	19	190	20	20
11-3121	Transportation, Storage, and Distribution Managers	High school diploma or equivalent	34	340	47	47
11-3071	Industrial Production Managers	Bachelor's degree	29	290	31	0
11-3051	Financial Managers	Bachelor's degree	83	830	361	102
11-3031	Computer and Information Systems Managers	Bachelor's degree	25	250	104	47
11-3021	Administrative Services Managers	Bachelor's degree	54	540	13	0
11-3011	Public Relations Managers	Bachelor's degree	6	60	0	0
11-2031	Marketing and Sales Managers	Bachelor's degree	102	1020	188	40
11-2020	Chief executives and legislators	Bachelor's degree	47	470	294	60
11-10XX	General and Operations Managers	Bachelor's degree	648	6480	342	29
11-1021						

Appendix Table 28 — Part-Time Labor Force-to-Job Openings Skills Match CCWC Region

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations With Required background
OCCSOC			51,619	516,190	464,933	232,968
Total			7	70	0	0
53-70XX	Conveyor operators and tenders, and hoist and winch operators	Less than high school				
53-7081	Refuse and Recyclable Material Collectors	Less than high school	41	410	485	246
53-7070	Pumping Station Operators	Less than high school	6	60	39	39
53-7064	Packers and Packagers, Hand	Less than high school	596	5,960	6,753	5,398
53-7063	Machine Feeders and Offbearers	Less than high school	19	190	21	21
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	Less than high school	1,471	14,710	11,757	8,365
53-7061	Cleaners of Vehicles and Equipment	Less than high school	298	2,980	2,906	1,643
53-7051	Industrial Truck and Tractor Operators	Less than high school	287	2,870	3,234	2,397

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations With background
53-7030	Dredge, Excavating, and Loading Machine Operators	Less than high school	5	50	0	0
53-7021	Crane and Tower Operators	High school diploma or equivalent	33	330	20	20
53-6031	Service Station Attendants	Less than high school	44	440	437	149
53-6021	Parking Lot Attendants	Less than high school	14	140	104	60
53-3099	Motor Vehicle Operators, All Other	High school diploma or equivalent	19	190	22	22
53-3041	Taxi Drivers and Chauffeurs	Less than high school	39	390	880	410
53-3030	Driver/Sales Workers and Truck Drivers	High school diploma or equivalent	1,711	17,110	14,230	7,762
53-3020	Bus Drivers	High school diploma or equivalent	160	1,600	1,364	1,034
53-2020	Air Traffic Controllers and Airfield Operations Specialists	Associate's degree	12	120	0	0
53-2010	Aircraft Pilots and Flight Engineers	Bachelor's degree	7	70	97	41
53-1000	Supervisors of Transportation and Material Moving Workers	High school diploma or equivalent	166	1,660	233	233
51-91XX	Other production workers including semiconductor processors and cooling and freezing equipment operators	Associate's degree	76	760	1,869	115
51-9198	Helpers--Production Workers	Less than high school	130	1,300	256	217
51-9196	Paper Goods Machine Setters, Operators, and Tenders	High school diploma or equivalent	14	140	112	112
51-9111	Packaging and Filling Machine Operators and Tenders	High school diploma or equivalent	321	3,210	2,089	746
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	High school diploma or equivalent	129	1,290	1,816	1,049
51-9020	Crushing, Grinding, Polishing, Mixing, and Blending Workers	High school diploma or equivalent	32	320	54	0
51-9010	Chemical Processing Machine Setters, Operators, and Tenders	High school diploma or equivalent	44	440	25	0
51-8090	Miscellaneous Plant and System Operators	High school diploma or equivalent	18	180	0	0
51-8031	Water and Wastewater Treatment Plant and System Operators	High school diploma or equivalent	53	530	0	0
51-8010	Power Plant Operators, Distributors, and Dispatchers	High school diploma or equivalent	13	130	45	45

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations With Required background
51-6011	Laundry and Dry-Cleaning Workers	Less than high school	56	560	630	323
51-4XXX	Misc. metal workers\plastic workers incl. milling and planing mach. setters, and multiple mach. tool setters, and lay-out workers	High school diploma or equivalent	6	60	0	0
51-4120	Welding, Soldering, and Brazing Workers	High school diploma or equivalent	132	1,320	1,224	945
51-4041	Machinists	High school diploma or equivalent	68	680	245	154
51-4010	Computer Control Programmers and Operators	High school diploma or equivalent	6	60	0	0
51-3099	Food Processing Workers, All Other	Less than high school	9	90	133	67
51-3093	Food Cooking Machine Operators and Tenders	High school diploma or equivalent	14	140	0	0
51-3092	Food Batchmakers	High school diploma or equivalent	81	810	290	153
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	Less than high school	6	60	21	21
51-3020	Butchers and Other Meat, Poultry, and Fish Processing Workers	Less than high school	219	2,190	818	571
51-3011	Bakers	Less than high school	45	450	1,064	726
51-2090	Miscellaneous Assemblers and Fabricators	High school diploma or equivalent	156	1,560	958	411
51-2041	Structural Metal Fabricators and Fitters	High school diploma or equivalent	12	120	65	36
51-1011	First-Line Supervisors of Production and Operating Workers	Postsecondary non-degree award	106	1,060	986	292
49-90XX	Miscellaneous Installation, Maintenance, and Repair Workers, Including Wind Turbine Service Technicians	Some college, no degree	24	240	807	172
49-9098	Helpers--Installation, Maintenance, and Repair Workers	High school diploma or equivalent	51	510	22	0
49-9071	Maintenance and Repair Workers, General	High school diploma or equivalent	419	4,190	1,152	586
49-9060	Precision Instrument and Equipment Repairers	Associate's degree	12	120	0	0
49-9052	Telecommunications Line Installers and Repairers	High school diploma or equivalent	36	360	0	0
49-9051	Electrical Power-Line Installers and Repairers	High school diploma or equivalent	47	470	0	0

	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations Required With background
OCCSOC						
49-904X	Industrial and Refractory Machinery Mechanic	High school diploma or equivalent	192	1,920	845	594
49-9043	Maintenance Workers, Machinery	High school diploma or equivalent	21	210	97	97
49-9031	Home Appliance Repairers	High school diploma or equivalent	12	120	0	0
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Postsecondary non-degree award	96	960	425	43
49-3090	Miscellaneous Vehicle and Mobile Equipment Mechanics, Installers, and Repairers	High school diploma or equivalent	60	600	464	247
49-3040	Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics	High school diploma or equivalent	111	1,110	674	525
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	High school diploma or equivalent	82	820	321	166
49-3023	Automotive Service Technicians and Mechanics	High school diploma or equivalent	219	2,190	2,070	1,597
49-3021	Automotive Body and Related Repairers	High school diploma or equivalent	38	380	174	109
49-3011	Aircraft Mechanics and Service Technicians	Postsecondary non-degree award	31	310	7	0
49-209X	Electrical and electronics repairers, transportation equipment, and industrial and utility	Postsecondary non-degree award	6	60	0	0
49-2092	Electric Motor, Power Tool, and Related Repairers	Postsecondary non-degree award	6	60	0	0
49-2020	Radio and Telecommunications Equipment Installers and Repairers	Associate's degree	72	720	124	0
49-2011	Computer, Automated Teller, and Office Machine Repairers	Some college, no degree	15	150	254	46
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	High school diploma or equivalent	148	1,480	8	0
47-XXXX	Miscellaneous Construction Workers Including Solar Photovoltaic Installers, and Septic Tank Servicers and Sewer Pipe Cleaners	High school diploma or equivalent	281	2,810	126	126
47-5021	Earth Drillers, Except Oil and Gas	High school diploma or equivalent	19	190	0	0
47-4051	Highway Maintenance Workers	High school diploma or equivalent	12	120	35	35
47-4041	Hazardous Materials Removal Workers	High school diploma or equivalent	17	170	41	0

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations With background
47-4031	Fence Erectors	High school diploma or equivalent	9	90	22	22
47-4011	Construction and Building Inspectors	High school diploma or equivalent	18	180	161	161
47-3010	Helpers, Construction Trades	Less than high school	24	240	57	52
47-2221	Structural Iron and Steel Workers	High school diploma or equivalent	13	130	277	90
47-2211	Sheet Metal Workers	High school diploma or equivalent	24	240	0	0
47-2181	Roofers	Less than high school	17	170	405	389
47-2150	Pipelayers, Plumbers, Pipefitters, and Steamfitters	Less than high school	96	960	1,282	917
47-2140	Painters and Paperhangers	Less than high school	57	570	1,418	1,004
47-2111	Electricians	High school diploma or equivalent	155	1,550	1,027	643
47-2080	Drywall Installers, Ceiling Tile Installers, and Tapers	Less than high school	28	280	129	50
47-207X	Construction equipment operators except paving, surfacing, and tamping equipment operators	High school diploma or equivalent	210	2,100	818	599
47-2071	Paving, Surfacing, and Tamping Equipment Operators	High school diploma or equivalent	7	70	0	0
47-2061	Construction Laborers	Less than high school	558	5,580	9,053	6,435
47-2050	Cement Masons, Concrete Finishers, and Terrazzo Workers	Less than high school	51	510	20	0
47-2040	Carpet, Floor, and Tile Installers and Finishers	Less than high school	8	80	144	144
47-2031	Carpenters	High school diploma or equivalent	135	1,350	2,056	1,096
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	High school diploma or equivalent	168	1,680	1,070	718
45-4011	Forest and Conservation Workers	High school diploma or equivalent	6	60	0	0
45-20XX	Miscellaneous agricultural workers including animal breeders	High school diploma or equivalent	6,033	60,330	62,768	13,808
45-2041	Graders and Sorters, Agricultural Products	Less than high school	158	1,580	4,401	3,946
45-2011	Agricultural Inspectors	Bachelor's degree	9	90	0	0
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	High school diploma or equivalent	128	1,280	870	349

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations Required With background
43-9XXX	Miscellaneous office and administrative support workers including desktop publishers	High school diploma or equivalent	119	1,190	944	523
43-9061	Office Clerks, General	High school diploma or equivalent	816	8,160	6,864	2,956
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	High school diploma or equivalent	14	140	75	18
43-9041	Insurance Claims and Policy Processing Clerks	High school diploma or equivalent	96	960	279	159
43-9022	Word Processors and Typists	High school diploma or equivalent	5	50	0	0
43-9021	Data Entry Keyers	High school diploma or equivalent	9	90	387	220
43-6010	Secretaries and Administrative Assistants	High school diploma or equivalent	732	7,320	8,336	4,653
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	High school diploma or equivalent	46	460	20	0
43-5081	Stock Clerks and Order Fillers	Less than high school	903	9,030	8,679	5,410
43-5071	Shipping, Receiving, and Traffic Clerks	High school diploma or equivalent	241	2,410	1,854	1,343
43-5061	Production, Planning, and Expediting Clerks	High school diploma or equivalent	57	570	319	113
43-5052	Postal Service Mail Carriers	High school diploma or equivalent	56	560	229	209
43-5030	Dispatchers	High school diploma or equivalent	113	1,130	297	138
43-5011	Cargo and Freight Agents	High school diploma or equivalent	8	80	12	0
43-4XXX	Correspondent clerks and order clerks	High school diploma or equivalent	33	330	278	134
43-4199	Information and Record Clerks, All Other	High school diploma or equivalent	30	300	36	36
43-4171	Receptionists and Information Clerks	High school diploma or equivalent	325	3,250	4,649	2,780
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	High school diploma or equivalent	22	220	145	145
43-4121	Library Assistants, Clerical	High school diploma or equivalent	30	300	321	89
43-4111	Interviewers, Except Eligibility and Loan	High school diploma or equivalent	36	360	595	359

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations Required With background
43-4081	Hotel, Motel, and Resort Desk Clerks	High school diploma or equivalent	99	990	665	314
43-4071	File Clerks	High school diploma or equivalent	41	410	1,019	369
43-4061	Eligibility Interviewers, Government Programs	High school diploma or equivalent	59	590	11	11
43-4051	Customer Service Representatives	High school diploma or equivalent	727	7,270	10,395	5,544
43-4031	Court, Municipal, and License Clerks	High school diploma or equivalent	24	240	52	22
43-3071	Tellers	High school diploma or equivalent	150	1,500	1,643	1,152
43-3061	Procurement Clerks	High school diploma or equivalent	14	140	0	0
43-3051	Payroll and Timekeeping Clerks	High school diploma or equivalent	70	700	401	318
43-3031	Bookkeeping, Accounting, and Auditing Clerks	High school diploma or equivalent	356	3,560	4,654	3,371
43-3021	Billing and Posting Clerks	High school diploma or equivalent	135	1,350	439	191
43-3011	Bill and Account Collectors	High school diploma or equivalent	84	840	188	171
43-2011	Switchboard Operators, Including Answering Service	High school diploma or equivalent	6	60	20	20
43-1011	First-Line Supervisors of Office and Administrative Support Workers	High school diploma or equivalent	508	5,080	1,787	977
41-9099	Sales and Related Workers, All Other	High school diploma or equivalent	21	210	231	78
41-9041	Telemarketers	Less than high school	46	460	209	115
41-9020	Real Estate Brokers and Sales Agents	High school diploma or equivalent	6	60	845	479
41-9010	Models, Demonstrators, and Product Promoters	High school diploma or equivalent	54	540	521	449
41-4010	Sales Representatives, Wholesale and Manufacturing	Bachelor's degree	515	5,150	2,582	653
41-3099	Sales Representatives, Services, All Other	High school diploma or equivalent	299	2,990	886	489
41-3031	Securities, Commodities, and Financial Services Sales Agents	Bachelor's degree	29	290	0	0

	OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations Required With background
	41-3021	Insurance Sales Agents	High school diploma or equivalent	95	950	645	278
	41-3011	Advertising Sales Agents	High school diploma or equivalent	19	190	158	110
	41-2031	Retail Salespersons	Less than high school	2,207	22,070	16,559	5,358
	41-2022	Parts Salespersons	Less than high school	86	860	699	78
	41-2021	Counter and Rental Clerks	Less than high school	203	2,030	288	134
	41-2010	Cashiers	Less than high school	2,206	22,060	26,922	13,639
	41-1012	First-Line Supervisors of Non-Retail Sales	High school diploma or equivalent	38	380	1,084	682
	41-1011	First-Line Supervisors of Retail Sales Workers	High school diploma or equivalent	516	5,160	5,411	2,840
	39-9041	Residential Advisors	High school diploma or equivalent	13	130	51	0
	39-9030	Recreation and Fitness Workers	High school diploma or equivalent	87	870	1,168	400
	39-9021	Personal Care Aides	Less than high school	1,089	10,890	14,427	9,048
	39-9011	Childcare Workers	High school diploma or equivalent	281	2,810	8,846	3,811
	39-7010	Tour and Travel Guides	High school diploma or equivalent	5	50	70	20
	39-5090	Miscellaneous Personal Appearance Workers	Postsecondary non-degree award	7	70	227	0
	39-5012	Hairdressers, Hairstylists, and Cosmetologists	Postsecondary non-degree award	45	450	2,898	595
	39-3090	Miscellaneous Entertainment Attendants and Related Workers	Less than high school	101	1,010	588	161
	39-3031	Ushers, Lobby Attendants, and Ticket Takers	Less than high school	23	230	192	71
	39-3010	Gaming Services Workers	High school diploma or equivalent	34	340	162	162
	39-2021	Nonfarm Animal Caretakers	Less than high school	21	210	649	287
	39-1021	First-Line Supervisors of Personal Service Workers	High school diploma or equivalent	31	310	422	326
	37-3010	Grounds Maintenance Workers	Less than high school	235	2,350	6,377	5,149
	37-2021	Pest Control Workers	High school diploma or equivalent	32	320	55	55

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time Occupations Required With background
37-2012	Maids and Housekeeping Cleaners	Less than high school	242	2,420	6,575	4,820
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	Less than high school	760	7,600	376	235
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	High school diploma or equivalent	40	400	262	128
35-90XX	Miscellaneous food preparation and serving related workers incl. dining room\cafeteria attendants, bartender helpers	Less than high school	239	2,390	2,183	1,228
35-9031	Host and Hostesses, Restaurant, Lounge, and Coffee Shop	Less than high school	200	2,000	1,589	759
35-9021	Dishwashers	Less than high school	253	2,530	2,182	1,365
35-3041	Food Servers, Nonrestaurant	Less than high school	73	730	863	527
35-3031	Waiters and Waitresses	Less than high school	966	9,660	11,773	4,581
35-3022	Counter Attendant, Cafeteria, Food Concession, and Coffee Shop	Less than high school	253	2,530	1,825	907
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	Less than high school	2,339	23,390	3,209	2,079
35-3011	Bartenders	Less than high school	165	1,650	987	409
35-2021	Food Preparation Workers	Less than high school	365	3,650	7,706	4,320
35-2010	Cooks	Less than high school	985	9,850	16,858	10,427
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	High school diploma or equivalent	431	4,310	2,063	1,142
35-1011	Chefs and Head Cooks	High school diploma or equivalent	14	140	619	248
33-909X	Lifeguards and Other Protective Service Workers	High school diploma or equivalent	132	1,320	468	19
33-9091	Crossing Guards	High school diploma or equivalent	51	510	281	81
33-9030	Security Guards and Gaming Surveillance Officers	High school diploma or equivalent	301	3,010	4,592	2,697
33-3050	Police Officers	High school diploma or equivalent	236	2,360	486	143
33-3021	Detectives and Criminal Investigators	High school diploma or equivalent	22	220	83	18
33-3010	Bailiffs, Correctional Officers, and Jailers	High school diploma or equivalent	444	4,440	881	745

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations Required With background
33-2011	Firefighters	Postsecondary non-degree award	91	910	527	143
33-1012	First-Line Supervisors of Police and Detectives	High school diploma or equivalent	5	50	28	28
33-1011	First-Line Supervisors of Correctional Officers	High school diploma or equivalent	53	530	65	0
31-909X	Medical Assistants and Other Healthcare Support Occupations, except dental assistants	High school diploma or equivalent	25	250	216	98
31-9097	Phlebotomists	Postsecondary non-degree award	36	360	381	196
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	High school diploma or equivalent	13	130	188	70
31-9095	Pharmacy Aides	High school diploma or equivalent	10	100	35	0
31-9092	Medical Assistants	Postsecondary non-degree award	347	3,470	2,516	640
31-9091	Dental Assistants	Postsecondary non-degree award	96	960	1,868	878
31-2020	Physical Therapist Assistants and Aides	Associate's degree	12	120	136	0
31-1010	Nursing, Psychiatric, and Home Health Aides	Less than high school	1,228	12,280	9,570	3,441
29-9000	Other Healthcare Practitioners and Technical Occupations	Bachelor's degree	25	250	60	17
29-2090	Miscellaneous Health Technologists and Technicians	Master's degree	33	330	264	35
29-2081	Opticians, Dispensing	High school diploma or equivalent	32	320	14	14
29-2071	Medical Records and Health Information Technicians	Postsecondary non-degree award	58	580	350	48
29-2061	Licensed Practical and Licensed Vocational Nurses	Postsecondary non-degree award	307	3,070	1,929	793
29-2050	Health Diagnosing and Treating Practitioner Support Technicians	Associate's degree	144	1,440	1,028	212
29-2041	Emergency Medical Technicians and Paramedics	Postsecondary non-degree award	86	860	293	136
29-2030	Diagnostic Related Technologists and Technicians	Associate's degree	60	600	563	279
29-2021	Dental Hygienists	Associate's degree	40	400	681	479
29-2010	Clinical Laboratory Technologists and Technicians	Associate's degree	51	510	231	37
29-11XX	Nurse Practitioners, and Nurse Midwives	Master's degree	71	710	38	38

			Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations Required With
OCCSOC	Occupation						background
29-1141	Nurse Practitioners, and Nurse Midwives		Associate's degree	989	9,890	7,589	3,232
29-1131	Veterinarians		Doctoral or professional degree	16	160	35	35
29-1127	SpeechLanguage Pathologists		Master's degree	26	260	125	125
29-1126	Respiratory Therapists		Associate's degree	18	180	79	79
29-1123	Physical Therapists		Doctoral or professional degree	42	420	421	288
29-1122	Occupational Therapists		Master's degree	16	160	104	104
29-1071	Physician Assistants		Master's degree	30	300	144	144
29-1060	Physicians and Surgeons		Doctoral or professional degree	107	1,070	648	648
29-1051	Pharmacists		Doctoral or professional degree	95	950	368	368
29-1041	Optometrists		Doctoral or professional degree	8	80	31	31
29-1031	Dieticians and Nutritionists		Bachelor's degree	8	80	75	75
29-1020	Dentists		Doctoral or professional degree	35	350	513	513
27-40XX	Broadcast and Sound Engineering Techs and Radio Operators, and media and commequipment workers, all other		Postsecondary non-degree award	18	180	41	0
27-3090	Miscellaneous Media and Communication Workers		Bachelor's degree	18	180	557	207
27-3031	Public Relations Specialists		Bachelor's degree	16	160	12	3
27-2040	Musicians, Singers, and Related Workers		Bachelor's degree	16	160	326	80
27-2020	Athletes, Coaches, Umpires, and Related Workers		High school diploma or equivalent	68	680	1,230	373
27-2012	Producers and Directors		Bachelor's degree	10	100	186	78
27-1020	Designers		Bachelor's degree	50	500	1,333	355
25-90XX	Other Education, Training, and Library Workers		Bachelor's degree	50	500	142	85
25-9041	Teacher Assistants		Some college, no degree	572	5,720	10,157	4,320
25-4031	Library Technicians		Postsecondary non-degree award	57	570	150	46
25-4021	Librarians		Master's degree	13	130	155	29

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations Required With background
25-3000	Other Teachers and Instructors	Bachelor's degree	502	5,020	4,554	1,414
25-2050	Elementary and Middle School Teachers	Bachelor's degree	69	690	495	324
25-2030	Secondary School Teachers	Bachelor's degree	391	3,910	3,494	2,901
25-2020	Elementary and Middle School Teachers	Bachelor's degree	918	9,180	14,935	13,258
25-2010	Preschool and Kindergarten Teachers	Associate's degree	225	2,250	1,391	333
25-1000	Postsecondary Teachers	Doctoral or professional degree	291	2,910	2,868	2,410
23-2011	Paralegals and Legal Assistants	Associate's degree	53	530	275	18
23-10XX	Lawyers, and judges, magistrates, and other judicial workers	Doctoral or professional degree	75	750	627	627
21-2099	Religious Workers, All Other	Bachelor's degree	6	60	99	16
21-2021	Directors, Religious Activities and Education	Bachelor's degree	18	180	112	67
21-2011	Clergy	Bachelor's degree	23	230	370	142
21-109X	Miscellaneous Community and Social Service Specialists	Bachelor's degree	65	650	470	132
21-1093	Social and Human Service Assistants	High school diploma or equivalent	219	2,190	510	112
21-1092	Probation Officers and Correctional Treatment Specialists	Bachelor's degree	44	440	43	43
21-1020	Social Workers	Bachelor's degree	245	2,450	1,125	662
21-1010	Counselors	High school diploma or equivalent	204	2,040	1,223	292
19-40YY	Miscellaneous Life, Physical, and Social Science Technicians, Including Social Science Research Assistants	Associate's degree	58	580	243	5
19-40XX	Misc. life, physical, social science technicians, incl social science RAs & nuclear techs	Associate's degree	18	180	14	0
19-4031	Chemical Technicians	Associate's degree	19	190	0	0
19-4021	Biological Technicians	Bachelor's degree	6	60	0	0
19-4011	Agricultural and Food Science Technicians	Associate's degree	19	190	150	113
19-3051	Urban and Regional Planners	Master's degree	17	170	0	0
19-3030	Market and Survey Researchers	Doctoral or professional degree	56	560	264	264

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations With Required background
19-2040	Environmental Scientists and Geoscientists	Bachelor's degree	37	370	23	23
19-2030	Chemists and Materials Scientists	Bachelor's degree	16	160	22	22
19-10XX	General and Operations Managers	Master's degree	14	140	78	39
17-3020	Engineering Technicians, Except Drafters	Associate's degree	36	360	206	0
17-3010	Drafters	Associate's degree	6	60	14	0
17-21YY	Miscellaneous engineers including nuclear engineers	Bachelor's degree	35	350	63	63
17-2141	Mechanical Engineers	Bachelor's degree	39	390	0	0
17-2110	Industrial Engineers, including Health and Safety	Bachelor's degree	45	450	66	66
17-20XX	Biomedical and agricultural engineers	Bachelor's degree	30	300	0	0
17-2081	Environmental Engineers	Bachelor's degree	7	70	2	0
17-2070	Electrical and Electronics Engineers	Bachelor's degree	22	220	77	77
17-2051	Civil Engineers	Bachelor's degree	76	760	231	182
17-2011	Aerospace Engineers	Bachelor's degree	25	250	0	0
17-1010	Architects, Except Naval	Bachelor's degree	21	210	94	56
15-20XX	Misc. mathematical science occupations, including mathematicians and statisticians	Master's degree	6	60	0	0
15-2031	Operations Research Analysts	Bachelor's degree	6	60	0	0
15-1199	Computer Occupations, All Other	Bachelor's degree	16	160	462	57
15-1150	Computer Support Specialists	Some college, no degree	90	900	419	228
15-1143	Computer Network Architects	Bachelor's degree	6	60	0	0
15-1142	Network and Computer Systems Administrators	Bachelor's degree	43	430	113	39
15-1141	Database Administrators	Bachelor's degree	5	50	0	0
15-113X	Software Developers, Applications and Systems Software	Bachelor's degree	66	660	390	251
15-1131	Computer Programmers	Bachelor's degree	25	250	133	49
15-1121	Computer Programmers	Bachelor's degree	61	610	350	108
13-2099	Financial Specialists, All Other	Bachelor's degree	5	50	0	0
13-2082	Tax Preparers	High school diploma or	7	70	95	22

OCCSOC	Occupation	Required Education equivalent	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations Required background
13-2081	Tax Examiners and Collectors, and Revenue Agents	Bachelor's degree	60	600	226	61
13-2070	Credit Counselors and Loan Officers	Bachelor's degree	18	180	238	72
13-2053	Insurance Underwriters	Bachelor's degree	6	60	5	0
13-2051	Financial Analysts	Bachelor's degree	19	190	0	0
13-2031	Budget Analysts	Bachelor's degree	14	140	0	0
13-2011	Accountants and Auditors	Bachelor's degree	340	3,400	1,718	1,105
13-1199	Business Operations Specialists, All Other	High school diploma or equivalent	144	1,440	70	57
13-1161	Market Research Analysts and Marketing Specialists	Bachelor's degree	71	710	167	55
13-1151	Training and Development Specialists	Bachelor's degree	34	340	164	68
13-1141	Compensation, Benefits, and Job Analysis Specialists	Bachelor's degree	7	70	47	24
13-1131	Fundraisers	Bachelor's degree	7	70	20	20
13-1121	Meeting and Convention Planners	Bachelor's degree	7	70	44	0
13-1111	Management Analysts	Bachelor's degree	84	840	569	293
13-1081	Logisticians	Bachelor's degree	15	150	34	34
13-1070	Human Resources, Training, and Labor Relations Specialists	Bachelor's degree	78	780	656	174
13-1051	Cost Estimators	Bachelor's degree	102	1,020	61	0
13-1041	Compliance Officers, Except Ag., Construction, Health and Safety, and Transport.	Bachelor's degree	25	250	316	259
13-1030	Claims Adjusters, Appraisers, Examiners, and Investigators	High school diploma or equivalent	47	470	78	24
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	High school diploma or equivalent	33	330	112	76
13-1022	Wholesale and Retail Buyers, Except Farm Products	High school diploma or equivalent	28	280	451	254
11-9XXX	Miscellaneous managers including postmansters and mail superintendents	Associate's degree	43	430	2,820	115
11-9151	Social and Community Service Managers	Bachelor's degree	51	510	487	223
11-9141	Property, Real Estate, and Community Association Managers	High school diploma or equivalent	27	270	977	373

OCCSOC	Occupation	Required Education	Annual Openings	Ten-Year Openings	Part-Time in Target Occupations	Part-Time in Target Occupations With Required background
11-9111	Medical and Health Services Managers	Bachelor's degree	109	1,090	624	483
11-9081	Lodging Managers	High school diploma or equivalent	6	60	8	4
11-9051	Food Service Managers	High school diploma or equivalent	55	550	1,683	516
11-9041	Architectural and Engineering Managers	Bachelor's degree	25	250	10	10
11-9030	Education Administrators	Bachelor's degree	114	1,140	1,417	664
11-9021	Constructions Managers	Bachelor's degree	59	590	258	21
11-9013	Farmers, Ranchers, and Other Agricultural Managers	High school diploma or equivalent	118	1,180	3,520	738
11-3121	Human Resources Managers	Bachelor's degree	19	190	224	61
11-3071	Transportation, Storage, and Distribution Managers	High school diploma or equivalent	34	340	48	7
11-3051	Industrial Production Managers	Bachelor's degree	29	290	106	0
11-3031	Financial Managers	Bachelor's degree	83	830	556	414
11-3021	Computer and Information Systems Managers	Bachelor's degree	25	250	73	51
11-3011	Administrative Services Managers	Bachelor's degree	54	540	23	0
11-2031	Public Relations Managers	Bachelor's degree	6	60	21	21
11-2020	Marketing and Sales Managers	Bachelor's degree	102	1,020	641	374
11-10XX	Chief executives and legislators	Bachelor's degree	47	470	367	172
11-1021	General and Operations Managers	Bachelor's degree	648	6,480	1,060	251

ATTACHMENT 2



MEMO

TO: Elaine Craig, Madera Workforce Development Board
Shermaene Roemhildt, Merced Workforce Development Board

FROM: Doug Svensson, AICP

DATE: December 5, 2016

SUBJECT: CCWC Regional Plan Narrative

As requested, we have prepared the following text to assist in the writing of the CCWC Regional Plan. We have copied the items David Shinder provided and have inserted narrative and references from the report where appropriate. Please let us know if anything further is needed.

A. Regional Economic and Background Analysis

- i. Provide a regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations, and employment needs of employers in existing and emerging in-demand industry sectors and occupations. A local area may use an existing analysis, which is a timely current description of the regional economy, to meet the foregoing requirements.

The CCWC region has had a relatively slow recovery from the Great Recession. Before the recession, total jobs in the region peaked at 1,361,550 in 2007 and did not reach that level again until 2014. The annual average number of jobs in 2015 is estimated at 1,405,122. Through 2008, total jobs in the region were growing at a 1.4 annual percentage rate, while since 2008 the number of jobs has grown at a much lower 0.5 percent per year.

Farm employment, which constitutes 14 percent of total employment and is the largest industry cluster in the region, grew at a 2.2 percent annual rate between 2010 and 2015 but is projected to increase at a slower rate of 0.5 percent over the next ten years. Much of the agricultural job growth is projected in farm support (NAICS 115), especially from farm labor contractors (NAICS 115115). A number of factors affect farm employment including availability of water and continued mechanization of farming operations, accelerated by increased cost of labor due to the new state minimum wage.

Manufacturing industries in CCWC region are mainly in food processing. Manufacturing jobs increased by more than 5,100 jobs between 2010 and 2015, from 101,451 in 2010 to 105,607 in 2015. This sector is expected to slow its growth over the next ten years, adding about 7,000 jobs. Within

manufacturing, food processing (NAICS 311-312) is expected to increase annually by 0.8 percent between 2015 and 2025. Overall, food processing is projected to grow by more than 5,700 jobs in the coming ten years, led by food manufacturing industries such as animal slaughtering (NAICS 311611), meat processed from carcasses (NAICS 311612), perishable prepared foods (NAICS 311991) and wineries (NAICS 312130).

A number of non-food processing manufacturing industries are also projected to produce new jobs. Paint and coatings (NAICS 325510), plastics pipe and pipe fittings (NAICS 326122), urethane and other foam products (NAICS 326150), glass products (NAICS 327215), fabricated structural metal (NAICS 332312) and search and detection instruments (NAICS 334511) are projected to have a combined growth of 1,825 jobs between 2015 and 2025.

Along with manufacturing and food production, the logistics sector is projected to add 22,000 jobs in the CCWC region between 2015 and 2025. This includes wholesale, warehousing and transportation jobs. Some of this growth reflects development of major consumer products wholesale distribution at both the northern and southern ends of the San Joaquin Valley serving the San Francisco and Los Angeles metropolitan areas.

The construction industry continued to grow coming out of the recession over the past five years, and is projected to grow over the next ten years as well. Residential construction (NAICS 236116), residential remodelers (NAICS 236118), electrical and plumbing specialties (NAICS 238210 and 238220) and water and sewer line construction (NAICS 237110) are expected to grow during this period, which is consistent with expected population growth for the region over the next ten years. In addition, the High Speed Rail (HSR) project and a variety of highway improvement projects are projected to add significant heavy construction jobs in the region. The HSR project is estimated to support an average of nearly 3,000 jobs over the ten year period to 2025, with peaks of 6,000 jobs during the height of construction.

The Health Services sector is projected to see strong employment growth over the next ten years. This is a consistent finding throughout the state as well as nationally and reflects both demographic trends with the aging Baby Boomer population as well as industry trends to institute managed care with more outpatient and home health care. Employment in Health Services is projected to grow to 241,950 in 2025 from 192,884 in 2015, for an annual rate of growth of 2.8 percent. Another population based trend is the increase in retail and food services jobs. Both these sectors have been recovering from the recession over the past five years, and are projected to see more moderate growth over the next ten years.

- ii. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

More than 51,200 average annual openings are projected between 2015 and 2025 (512,600 total openings), of which approximately 21,000 annual openings would be due to new job growth. The projections of job openings show a concentration in transportation and materials handling (4,900

annual openings), food services and retail (12,600 combined annual openings), office and admin support (5,900 annual openings) and farm occupations (6,300 annual openings).

The minimum educational requirements listed by the Department of Labor for more than three-quarters of the openings do not exceed a high school diploma. However, nearly 4,000 openings per year require more than a high school diploma, though less than a four year BA degree. This includes about 700 openings that require specialized training beyond high school, though not necessarily a certificate or AA degree. Of these jobs, 572 are teaching assistants and 105 are computer support specialists.

Nearly 1,400 annual opening are for jobs that do require a certificate in a specialized area of training. The largest occupational groups in this category include medical assistants (348 annual openings) and licensed practical and vocational nurses (308 openings per year). Other occupations requiring a certificate with 90-100 annual projected openings include dental assistants, emergency medical technician and paramedics, firefighters, supervisors of production and operating line workers, and heating, air conditioning and refrigeration mechanics.

About 2,000 projected openings per year would require an AA degree. The largest occupational group in this category is nurse practitioners (560 annual openings), followed by registered nurses (430 annual openings) and preschool teachers (203 annual openings). Another 331 projected annual openings are in other medical occupations, such as clinical technicians, health diagnosing support personnel, and respiratory therapists. The remaining openings in this category include a wide range of technical specialties including engineering and drafting technicians, agriculture and food science technicians and radio and telecommunications equipment installers.

- iii. Provide an analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

The region unemployment rate declined to 9.9 percent in 2015, down from the peak of 16.5 percent in 2010, but still well above the low point before the recession of 7.9 percent in 2006. While job levels have been increasing since 2010, the size of the labor force peaked in 2012 at 1,843,740, then declined to 1,840,270 by 2014 and finally increased slightly to 1,840,828 in 2015. Household population growth in the San Joaquin Valley exceeded statewide growth rates between 2011 and 2013, but has slowed in the past two years. CCWC region is projected to grow significantly faster than the state as a whole over the next five years (2015-2020), which will have implications for some employment sectors such as health care, retail, and local services.

In CCWC region, about 48 percent of the labor force is Latino, at 870,562 persons out of a labor force of 1,814,685, while 38 percent is White. Unemployment for Latino workers 25 and older is 12.4 percent compared to 8.6 percent for Whites. Unemployment is 14.2 percent for workers in other racial and ethnic groups. Unemployment affects workers 25 and older with no college degree much more, at 13.2 percent, than those with a college degree (6.1 percent). Veterans' unemployment level is at 8.8 percent. Disabled workers have relatively high unemployment, at slightly over 22.0 percent.

The labor force in CCWC region is fairly evenly concentrated among the age groups. Workers in the 16-24 age group are about 16.6 percent of the total while nearly 25 percent are in the 25-34 age group. The prime working age group of 35-54 has 41 percent of the workforce. Workers over 55 constitute about 16.9 percent of the workforce and a number of employers report that impending retirements are a significant issue for them in terms of anticipated openings in the future.

Non-citizen workers constitute 18.9 percent of the workforce in CCWC region, though the rate varies with age. At 23.7 percent of the prime working age (35 to 54) labor force, non-citizens are more concentrated in this age cohort relative to their overall concentration level.

Educational attainment in the CCWC region is slightly lower than the statewide averages, with 22 percent of workers 25 years and older not holding a high school diploma or equivalent, compared to 18.5 percent for the state as a whole. Statewide, 38.8 percent have a college degree, compared to 28.5 percent for the CCWC region.

However, in the San Joaquin Valley there is a stark contrast in the educational attainment levels of the labor force when citizenship status is taken into account. Among US citizens in the CCWC workforce, only 12 percent do not have a high school diploma or GED and 33.7 percent have a college degree. Non-citizens 25 and over exhibit high rates of less than high school attainment level: 62.8 percent of the non-citizens in the labor force have not obtained a high school diploma or a GED. This accounts in part for the differences in educational attainment between Latino workers and other workers in the labor force, as the non-citizen group is 87.1 percent Latino. Overall, Latinos have earned high school diplomas and GEDs at rates slightly surpassing Whites and Others, at 25.9 percent versus 24.5 percent (Whites) and 21.7 percent (Others). However, Whites and Others are over two and a half times more likely than Latinos to have earned a college degree: 14.9 percent of the Latinos in the labor force have earned a college degree versus 39.6 percent for Whites and 40.8 percent for others.

Veterans in CCWC region tend to have high levels of overall educational attainment, with 3.5 percent not achieving a high school diploma. Among disabled workers, however, 24.5 percent do not have a high school diploma, compared to 22 percent for the workforce as a whole.

- iv. Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. A significant share of the California population is foreign born, including several million individuals in the workforce who are limited English proficient. The following counties have a workforce that is at least 15 percent limited English proficient: Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento. RPUs containing one or more of these counties must assess and specify in their regional plans how they will address the needs of and provide services to those who are limited English proficient.

These RPUs are required to provide an assessment of the need to provide services to and how services will be provided to limited English proficient individuals.

[Note: ADE's analysis pertains to non-citizens but does not separate out workers with limited English proficiency].

B. Required Content on Regional Sector Pathways

- i. A description of the way planning partners, including local economic development agencies, assessed regional industry workforce needs, including a description of the data sources utilized, the industry leaders engaged, and the manner in which industry engagement took place, including a summary of any relevant convening activities, the dates partners met, who attended, and what was decided.

Industry/Educational Representatives Interviewed by ADE

Rachelle Riggs, Human Resources Manager, Ball Metal Food Containers

Daryn Kumar, CEO, Memorial Medical Center

Steven Lillie, Senior Electrical/Facilities Mgr., Del Monte Foods Modesto

Jeff Grover, CEO, Solecon Industrial

Rosalinda Batsford, Human Resources Manager, Conagra

Dr. Kristen Clark, President, Westhills College, Lemoore campus

Dr. Kristin Robinson, Provost, College of the Sequoias. Hanford Center

Bill Fishbough, Superintendent, Hanford Joint Union High School District

Kes Andersen, Human Resources Manager, Leprino Foods

Glen Bach, General Manager, Pitman Family Farms

Randy Dodd, Vice President of Business Development, Adventist Health

Irene Gallegos, Human Resources Manager, Del Monte Foods, Hanford

Dusty Ference, Executive Director, Kings County Farm Bureau

Jay Irvine, President & CEO, Mar Vista Resources, LLC.

Gurminder Sangha, Deputy Sector Navigator, Advanced Manufacturing, California Community Colleges

[The following items were not a part of ADE's analysis]

- ii. An analysis of the manner in which regional partners, including industry leaders, have determined, or will determine whether existing training and education programs in the region were/are meeting industry's workforce needs. This analysis should provide a description of any areas of identified training and education deficiency and what planning partners have committed to do to resolve relevant deficiencies.
- iii. A description of any existing career pathway programs in the region that have been identified as meeting leading and emergent industry sector needs. This description should specifically articulate the manner in which industry participated in the identification of relevant pathways.

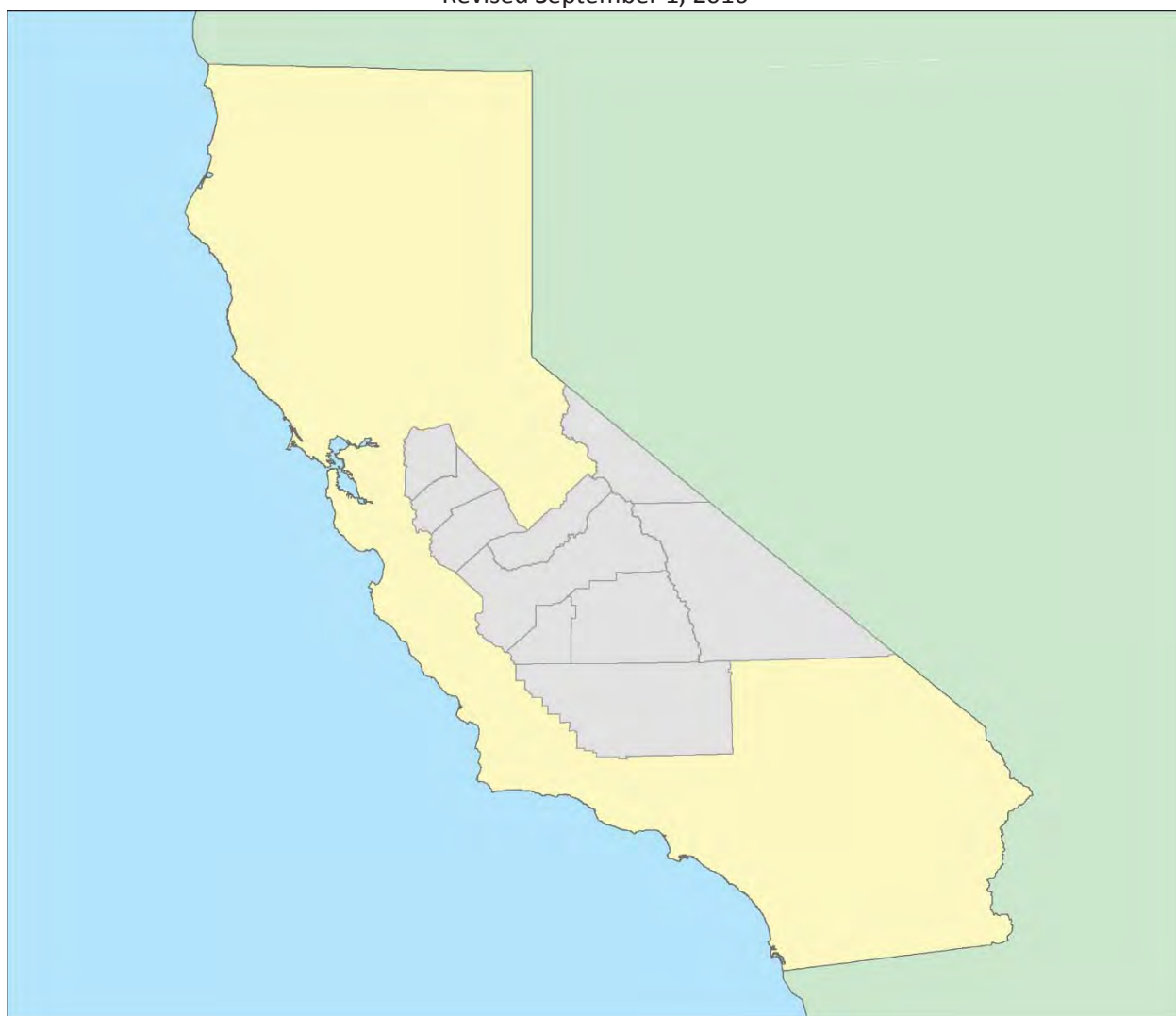
- iv. A description of the work being done by industry, workforce boards, economic development agencies, and relevant faculty partners to recommend and implement any necessary adjustments to further develop career pathway programs that meet regional industry needs.

ATTACHMENT 3

Regional Planning Unit Summary: San Joaquin Valley and Associated Counties

Employment Development Department, Labor Market Information Division

Revised September 1, 2016



Fresno, Kern, Inyo, Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare Counties

Regional Planning Unit: San Joaquin Valley and Associated Counties

Local Workforce Development Areas: Fresno County, Kern, Inyo, Mono Consortium, Kings County, Madera County, Merced County, San Joaquin County, Stanislaus County, and Tulare County
Counties: Fresno, Kern, Inyo, Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare

Labor Market Profile

	May 2016	May 2015	Change	Percent
Labor Market	1,871,810	1,873,910	-2,100	-0.1%
Employed	1,710,720	1,689,870	20,850	1.2%
Unemployed	160,910	184,240	-23,330	-12.7%
Unemployment Rate	8.6%	9.8%	-1.2%	-

Source: Employment Development Department, Labor Market Information Division.

Data Note: Numbers may not add due to rounding.

Unemployment Insurance Claims

Unemployment Insurance Claims data is available by county [here](#).

Source: Employment Development Department, Unemployment Insurance Division.

Commute Patterns

Living and Employed in the Area	Inflow	Outflow
991,078	223,636	321,863

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2014).

Regional Economic Growth

Major Industry Sector	May 2016 (preliminary)	May 2012	Change	Percent	Location Quotient
Total All Industries	1,514,200	1,368,720	145,480	10.6%	-
Total Farm	240,000	220,001	19,999	9.1%	5.6
Total Nonfarm	1,274,200	1,148,720	125,480	10.9%	0.9
Mining and Logging	9,930	13,451	-3,521	-26.2%	4.4
Construction	43,130	36,530	6,600	18.1%	0.6
Manufacturing	111,240	102,701	8,539	8.3%	1.0
Trade, Transportation and Utilities	268,450	235,200	33,250	14.1%	1.0
Information	11,840	11,660	180	1.5%	0.3
Financial Activities	42,940	42,540	400	0.9%	0.6
Professional and Business Services	110,120	101,620	8,500	8.4%	0.5
Educational and Health Services	205,460	181,400	24,060	13.3%	0.9
Leisure and Hospitality	126,430	106,960	19,470	18.2%	0.7
Other Services	38,790	35,700	3,090	8.7%	0.8
Government	287,380	266,760	20,620	7.7%	1.3

Source: Employment Development Department, Labor Market Information Division.

Data Note: Numbers may not add due to suppression. Location quotients (LQs) are ratios that allow a Regional Planning Unit (RPU)'s distribution of employment for an industry to be compared to California's distribution of employment for the same industry. Specifically, LQs are calculated by first dividing RPU industry employment by the all industry total of RPU employment. Second, California industry employment is divided by the all industry total for California. Finally, the RPU ratio (first calculation) is divided by the California ratio (second calculation). If an LQ is equal to 1, then the industry has the same share of RPU employment as it does in California. An LQ greater than 1 indicates an industry with a greater share of RPU employment than is the case statewide.

Demand Industry Sectors

Top Demand Industry Sub Sector	Total Projected Job Openings 2012-2022	Location Quotient
Support Activities for Crop Production	53,533	6.7
Restaurants and Other Eating Places	50,829	0.9
Elementary and Secondary Schools	35,929	1.5
Individual and Family Services	20,045	0.9
General Medical and Surgical Hospitals	18,716	1.1
Employment Services	14,915	0.8
Offices of Physicians	13,370	1.0
Grocery Stores	11,199	1.0
Other General Merchandise Stores	9,151	1.2
Fruit and Tree Nut Farming	8,615	4.8

Source: Employment Development Department, Labor Market Information Division.

Data Note: Total projected job openings are the sum of new and replacement job openings.

Emergent Industry Sectors

Top Emergent Industry Sub Sector	Numeric Change 2012-2022	Percent Change	Location Quotient
Motor Vehicle Parts Manufacturing	1,280	108.5%	1.0
Other General Merchandise Stores	6,320	73.4%	1.2
Social Advocacy Organizations	860	71.7%	0.7
Highway, Street, and Bridge Construction	1,200	71.0%	1.0
Other Support Services	1,420	68.9%	0.9
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	4,510	68.0%	0.9
Building Finishing Contractors	4,060	64.2%	0.9
Wired Telecommunications Carriers	1,090	63.4%	0.8
Petroleum and Coal Products Manufacturing	670	59.8%	1.1
Management, Scientific, and Technical Consulting Services	3,660	59.5%	0.3

Source: Employment Development Department, Labor Market Information Division.

Data Note: Emergent industry sectors are industries with the highest levels of growth as measured by percent change.

Top 25 Middle-Skill, Middle-Wage or Higher Occupations

Top 25 Middle-Skill, Middle-Wage or Higher Occupations	Total Projected Job Openings 2012-2022	HWOL Job Ads	Median Annual Wage 2016 1st Quarter
Heavy and Tractor-Trailer Truck Drivers	10,494	5,728	\$40,041
Registered Nurses	9,600	6,196	\$91,510
Teacher Assistants	5,245	872	\$28,905
Nursing Assistants	4,863	411	\$27,057
Medical Assistants	4,231	505	\$30,558
Licensed Practical and Licensed Vocational Nurses	2,956	813	\$51,343
Preschool Teachers, Except Special Education	1,935	349	\$30,319
Dental Assistants	1,586	407	\$31,716
First-Line Supervisors of Production and Operating Workers	1,478	909	\$53,638
Firefighters	1,080	29	\$55,844
Computer User Support Specialists	1,048	727	\$47,185
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,025	367	\$44,599
Dental Hygienists	966	105	\$86,444
Emergency Medical Technicians and Paramedics	909	87	\$33,149
Medical Records and Health Information Technicians	892	257	\$38,238
Paralegals and Legal Assistants	828	129	\$48,905
Aircraft Mechanics and Service Technicians	739	103	\$57,758
Library Technicians	699	25	\$35,389
Medical and Clinical Laboratory Technicians	671	50	\$43,721
Telecommunications Equipment Installers and Repairers, Except Line Installers	621	202	\$53,645
Phlebotomists	522	76	\$36,274
Respiratory Therapists	503	88	\$77,694
Radiologic Technologists	492	244	\$74,594
Forest and Conservation Technicians	464	129	\$32,406
Agricultural and Food Science Technicians	444	46	\$37,365

Source: Employment Development Department, Labor Market Information Division; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending June 21, 2016.

Data Note: Middle-skill occupations typically require more than a high school diploma but less than a Bachelor's degree. Middle-wage occupations make at least 80 percent of the area's median annual wage (\$33,796).

Demographic Data

Age	Population	Percent Share of Total Population
Under 5 Years	333,960	8.2%
5 to 9 Years	331,184	8.1%
10 to 14 Years	328,524	8.1%
15 to 17 Years	200,666	4.9%
18 and 19 Years	126,636	3.1%
20 Years	70,751	1.7%
21 Years	66,804	1.6%
22 to 24 Years	183,845	4.5%
25 to 29 Years	298,348	7.3%
30 to 34 Years	281,255	6.9%
35 to 39 Years	259,620	6.4%
40 to 44 Years	254,588	6.2%
45 to 49 Years	255,167	6.3%
50 to 54 Years	253,973	6.2%
55 to 59 Years	222,730	5.5%
60 and 61 Years	79,803	2.0%
62 to 64 Years	105,872	2.6%
65 and 66 Years	64,101	1.6%
67 to 69 Years	76,464	1.9%
70 to 74 Years	100,429	2.5%
75 to 79 Years	74,251	1.8%
80 to 84 Years	55,364	1.4%
85 Years and Older	55,274	1.4%
Total	4,079,609	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Gender	Population
Male	2,053,624
Female	2,025,985
Total	4,079,609

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Median Household Income by County	Median Household Income
Fresno	\$45,201
Inyo	\$45,625
Kern	\$48,574
Kings	\$47,341
Madera	\$45,490
Merced	\$43,066
Mono	\$61,814
San Joaquin	\$53,253
Stanislaus	\$49,573
Tulare	\$42,863

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Poverty Status	Population	Percentage
Income in the Past 12 Months Below Poverty Level	940,042	23.7%
Income in the Past 12 at or Above Poverty Level	3,030,436	76.3%
Total	3,970,478	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Race	Population	Percentage
Hispanic or Latino	2,018,605	100.0%
White Alone	1,332,905	66.0%
Black or African American Alone	13,492	0.7%
American Indian and Alaska Native Alone	20,737	1.0%
Asian Alone	7,720	0.4%
Native Hawaiian and Other Pacific Islander Alone	1,329	0.1%
Some Other Race Alone	548,857	27.2%
Two or More Races	93,565	4.6%
Non-Hispanic or Latino	2,061,004	100.0%
White Alone	1,452,229	70.5%
Black or African American Alone	180,518	8.8%
American Indian and Alaska Native Alone	24,507	1.2%
Asian Alone	296,367	14.4%
Native Hawaiian and Other Pacific Islander Alone	11,187	0.5%
Some Other Race Alone	6,589	0.3%
Two or More Races	89,607	4.3%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Native and Foreign Born	Population	Percentage
Native	3,192,815	78.3%
Foreign Born	886,794	21.7%
Total	4,079,609	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

English Learners	Population	Percentage
Speaks English Less Than “Very Well”	711,447	19.0%
Speaks English “Very Well”	916,870	24.5%
Speaks Only English	2,117,332	56.5%
Total	3,745,649	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Veteran Status	Population	Percentage
Male Veterans	179,774	93.2%
Female Veterans	13,092	6.8%
Total	192,866	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Disability Status	Population	Percentage
With Any Disability	482,044	12.1%
No Disability	3,507,996	87.9%
Total	3,990,040	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Labor Force Participation	Population	Percentage
Employed or in Armed Forces	1,562,189	51.7%
Unemployed	261,676	8.7%
Not in labor force	1,196,002	39.6%
Total	3,019,867	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Individuals with Barriers to Employment	Total
Ethnic Minorities	2,627,380
Households with Cash Public Assistance or Food Stamps	227,663
Population 18 and Over with Less Than a 9 th Grade Level Education	383,224
Single Parent Households	299,397
Speak English Less Than “Very Well”	711,447
Youth Ages 10 to 24	977,226

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment	Male	Percentage	Female	Percentage
Less than 9th grade	198,654	13.8%	184,570	12.8%
9th to 12th grade, no diploma	196,833	13.6%	153,414	10.6%
High school graduate (includes equivalency)	394,997	27.4%	366,649	25.4%
Some college, no degree	363,871	25.2%	397,218	27.6%
Associate's degree	92,503	6.4%	118,626	8.2%
Bachelor's degree	131,471	9.1%	154,746	10.7%
Graduate or professional degree	65,809	4.6%	65,914	4.6%
Total	1,444,138	100.0%	1,441,137	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment, 25 Years and Over	Hispanic or Latino	Percent of Hispanic or Latino, Total	White alone, not Hispanic or Latino	Percent of White alone, not Hispanic or Latino, Total
Less than high school diploma	465,066	45.5%	106,769	10.1%
High school graduate (includes equivalency)	249,071	24.3%	288,617	27.4%
Some college or associate's degree	240,004	23.5%	409,059	38.8%
Bachelor's degree or higher	68,756	6.7%	249,627	23.7%
Total	1,022,897	100.0%	1,054,072	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment by Race, 25 Years and Over	White Alone	Percent of White Alone, Total	Black or African American Alone	Percent of Black or African American Alone, Total	American Indian and Alaska Native Alone	Percent of American Indian and Alaska Native Alone, Total	Asian Alone	Percent of Asian Alone, Total	Native Hawaiian and Other Pacific Islander Alone	Percent of Native Hawaiian and Other Pacific Islander Alone, Total	Some Other Race Alone	Percent of Some Other Race Alone, Total	Two or More Races	Percent of Two or more races, Total
	409,495	23.7%	20,148	17.7%	6,927	25.2%	44,779	24.1%	1,557	19.9%	145,998	48.8%	17,118	22.6%
	453,186	26.2%	29,249	25.7%	7,990	29.0%	35,705	19.2%	2,492	31.9%	70,944	23.7%	19,431	25.7%
	567,212	32.8%	48,411	42.5%	9,907	36.0%	50,399	27.1%	3,082	39.5%	65,473	21.9%	26,872	35.5%
	296,868	17.2%	16,067	14.1%	2,704	9.8%	55,247	29.7%	677	8.7%	16,978	5.7%	12,323	16.3%
Total	1,726,761	100.0%	113,875	100.0%	27,528	100.0%	186,130	100.0%	7,808	100.0%	299,393	100.0%	75,744	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Gross Domestic Product (GDP) by Metropolitan Statistical Area (MSA)

The Bureau of Economic Analysis (BEA) estimates GDP at the State and MSA level only. Where applicable, the tables below display MSA data as a substitute for county level data.

GDP by Fresno MSA (substitute for Fresno County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$37,149
Agriculture, Forestry, Fishing, and Hunting	\$3,875
Mining	\$157
Utilities	\$964
Construction	\$1,291
Manufacturing	\$2,563
Wholesale Trade	\$2,348
Retail Trade	\$2,642
Transportation and Warehousing	\$1,069
Information	\$1,045
Finance, Insurance, Real Estate, Rental, and Leasing	\$7,298
Professional and Business Services	\$2,357
Educational Services, Health Care, and Social Assistance	\$3,632
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$979
Other Services, Except Government	\$958
Government	\$5,971

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

GDP by Bakersfield MSA (substitute for Kern County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$39,989
Agriculture, Forestry, Fishing, and Hunting	\$5,083
Mining	\$6,486
Utilities	\$564
Construction	\$1,724
Manufacturing	\$3,294
Wholesale Trade	\$2,057
Retail Trade	\$2,327
Transportation and Warehousing	\$1,131
Information	\$439
Finance, Insurance, Real Estate, Rental, and Leasing	\$3,948
Professional and Business Services	\$2,589
Educational Services, Health Care, and Social Assistance	\$2,137
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$789
Other Services, Except Government	\$1,059
Government	\$6,364

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

GDP by Hanford-Corcoran MSA (substitute for Kings County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$5,275
Agriculture, Forestry, Fishing, and Hunting	\$1,135
Mining	(L)
Utilities	\$33
Construction	\$86
Manufacturing	\$556
Wholesale Trade	\$132
Retail Trade	\$277
Transportation and Warehousing	\$88
Information	\$36
Finance, Insurance, Real Estate, Rental, and Leasing	\$272
Professional and Business Services	\$137
Educational Services, Health Care, and Social Assistance	\$340
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$90
Other Services, Except Government	\$100
Government	\$1,992

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). (L) Less than \$500,000 in nominal or real GDP by metropolitan area. Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

GDP by Madera MSA (substitute for Madera County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$4,729
Agriculture, Forestry, Fishing, and Hunting	(D)
Mining	(D)
Utilities	\$119
Construction	\$135
Manufacturing	\$501
Wholesale Trade	\$143
Retail Trade	\$294
Transportation and Warehousing	\$77
Information	\$103
Finance, Insurance, Real Estate, Rental, and Leasing	\$308
Professional and Business Services	\$199
Educational Services, Health Care, and Social Assistance	\$529
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$105
Other Services, Except Government	\$124
Government	\$851

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). (D) Not shown in order to avoid the disclosure of confidential information; estimates are included in higher level totals. Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

GDP by Merced MSA (substitute for Merced County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$7,225
Agriculture, Forestry, Fishing, and Hunting	(D)
Mining	(D)
Utilities	(D)
Construction	\$222
Manufacturing	\$997
Wholesale Trade	(D)
Retail Trade	\$539
Transportation and Warehousing	\$226
Information	\$58
Finance, Insurance, Real Estate, Rental, and Leasing	\$621
Professional and Business Services	\$310
Educational Services, Health Care, and Social Assistance	\$517
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$168
Other Services, Except Government	\$191
Government	\$1,466

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). (D) Not shown in order to avoid the disclosure of confidential information; estimates are included in higher level totals. Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

GDP by Stockton-Lodi MSA (substitute for San Joaquin County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$23,491
Agriculture, Forestry, Fishing, and Hunting	\$1,674
Mining	\$228
Utilities	\$523
Construction	\$931
Manufacturing	\$2,092
Wholesale Trade	\$1,879
Retail Trade	\$1,853
Transportation and Warehousing	\$1,363
Information	\$456
Finance, Insurance, Real Estate, Rental, and Leasing	\$4,046
Professional and Business Services	\$1,394
Educational Services, Health Care, and Social Assistance	\$2,270
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$628
Other Services, Except Government	\$627
Government	\$3,527

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

GDP by Modesto MSA (substitute for Stanislaus County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$18,094
Agriculture, Forestry, Fishing, and Hunting	\$1,729
Mining	\$7
Utilities	(D)
Construction	\$645
Manufacturing	\$2,662
Wholesale Trade	(D)
Retail Trade	\$1,521
Transportation and Warehousing	\$645
Information	\$182
Finance, Insurance, Real Estate, Rental, and Leasing	\$2,946
Professional and Business Services	\$1,082
Educational Services, Health Care, and Social Assistance	\$2,196
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$513
Other Services, Except Government	\$453
Government	\$2,392

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). (D) Not shown in order to avoid the disclosure of confidential information; estimates are included in higher level totals. Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

GDP by Visalia-Porterville MSA (substitute for Tulare County)

Major Industry Sector	2014 Millions of Current Dollars
Total All Industries	\$13,632
Agriculture, Forestry, Fishing, and Hunting	\$2,977
Mining	\$24
Utilities	\$257
Construction	\$429
Manufacturing	\$1,339
Wholesale Trade	\$696
Retail Trade	\$1,185
Transportation and Warehousing	\$507
Information	\$256
Finance, Insurance, Real Estate, Rental, and Leasing	\$1,096
Professional and Business Services	\$695
Educational Services, Health Care, and Social Assistance	\$768
Arts, Entertainment, Recreation, Accommodation, and Food Services	\$329
Other Services, Except Government	\$398
Government	\$2,675

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Data Note: Industry detail is based on the 2007 North American Industry Classification System (NAICS). Per capita real GDP statistics for 2001-2014 reflect Census Bureau mid-year population estimates available as of March 2015. Last updated: September 23, 2015.

Skill Requirements for Top 25 Middle-Skill, Middle-Wage or Higher Occupations

Occupations	Skills																			
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Equipment Maintenance	Installation	Instruction	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Monitoring	Operation and Control	Operation Monitoring	Quality Control Analysis	Reading Comprehension	Repairing	Science	Service Orientation	Social Perceptiveness
Heavy and Tractor-Trailer Truck Drivers		•	•		•	•						•	•	•		•				•
Registered Nurses	•	•		•	•			•				•				•		•	•	•
Teacher Assistants		•		•	•			•		•		•				•		•	•	•
Nursing Assistants	•	•		•	•							•				•		•	•	•
Medical Assistants	•	•		•	•							•				•		•	•	•
Licensed Practical and Licensed Vocational Nurses		•		•	•				•			•				•		•	•	•
Preschool Teachers, Except Special Education		•		•	•					•		•				•		•	•	•
Dental Assistants	•	•			•			•				•				•		•	•	•
First-Line Supervisors of Production and Operating Workers		•	•	•	•						•					•			•	•
Firefighters*		•		•	•				•			•		•		•		•	•	•
Computer User Support Specialists	•	•		•	•			•				•				•		•	•	•
Heating, Air Conditioning, and Refrigeration Mechanics and Installers*		•		•	•	•	•						•		•	•				•
Dental Hygienists	•	•	•	•	•							•				•		•	•	•
Emergency Medical Technicians and Paramedics	•	•		•	•				•			•				•		•	•	•
Medical Records and Health Information Technicians		•	•		•				•	•		•				•			•	•
Paralegals and Legal Assistants	•	•		•	•							•				•			•	•
Aircraft Mechanics and Service Technicians		•	•		•	•			•					•	•	•	•			•
Library Technicians	•	•		•	•			•				•				•		•	•	•
Medical and Clinical Laboratory Technicians	•	•	•	•	•					•		•				•	•		•	•
Telecommunications Equipment Installers and Repairers, Except Line Installers	•	•	•		•							•		•	•	•				•
Phlebotomists	•	•		•	•			•				•				•		•	•	•
Respiratory Therapists	•	•			•				•			•				•		•	•	•
Radiologic Technologists	•	•		•	•							•				•			•	•
Forest and Conservation Technicians		•	•	•	•				•	•	•	•				•			•	•
Agricultural and Food Science Technicians*	•	•	•	•	•			•				•				•			•	•

Source: U.S. Department of Labor's Occupational Information Network (O*NET) at www.onetonline.org.

* Skills listed for the occupation represent a specialty occupation.

Knowledge Requirements for Top 25 Middle-Skill, Middle-Wage or Higher Occupations

Occupations	Knowledge																												
	Administration and Management	Biology	Building and Construction	Chemistry	Clerical	Communications and Media	Computers and Electronics	Customer and Personal Service	Design	Economics and Accounting	Education and Training	Engineering and Technology	English Language	Geography	Law and Government	Mathematics	Mechanical	Medicine and Dentistry	Personnel and Human Resources	Philosophy and Theology	Physics	Production and Processing	Psychology	Public Safety and Security	Sales and Marketing	Sociology and Anthropology	Telecommunications	Therapy and Counseling	Transportation
Heavy and Tractor-Trailer Truck Drivers	•							•			•		•	•	•	•	•							•					•
Registered Nurses		•			•			•			•		•			•		•					•				•		•
Teacher Assistants					•			•			•		•	•		•							•			•		•	
Nursing Assistants					•			•			•		•					•	•				•	•				•	
Medical Assistants	•				•			•			•		•					•					•	•				•	
Licensed Practical and Licensed Vocational Nurses				•	•			•			•		•			•		•		•			•					•	
Preschool Teachers, Except Special Education	•							•			•		•	•						•			•	•		•		•	
Dental Assistants				•	•			•	•		•		•					•				•	•		•				
First-Line Supervisors of Production and Operating Workers	•				•			•			•	•				•	•		•			•							
Firefighters*	•		•	•				•			•		•		•		•				•			•					
Computer User Support Specialists	•				•	•		•	•		•	•	•			•											•		
Heating, Air Conditioning, and Refrigeration Mechanics and Installers*			•	•				•	•	•		•	•			•	•				•								
Dental Hygienists		•		•	•			•	•		•		•					•					•		•				
Emergency Medical Technicians and Paramedics				•				•			•		•			•		•					•	•				•	•
Medical Records and Health Information Technicians	•				•	•		•	•		•		•			•	•							•					
Paralegals and Legal Assistants	•				•	•		•	•		•		•			•	•						•						
Aircraft Mechanics and Service Technicians				•				•	•			•	•			•	•				•	•		•					•
Library Technicians	•				•	•		•	•	•	•		•			•	•												
Medical and Clinical Laboratory Technicians		•		•	•			•	•			•				•		•				•		•					
Telecommunications Equipment Installers and Repairers, Except Line Installers					•			•	•		•	•	•			•	•							•			•		
Phlebotomists				•	•			•	•		•		•					•	•		•		•	•					
Respiratory Therapists		•		•				•	•		•		•			•		•					•					•	
Radiologic Technologists		•			•			•	•		•		•			•		•			•		•						
Forest and Conservation Technicians		•						•	•		•		•	•	•	•	•							•					•
Agricultural and Food Science Technicians*	•	•		•	•			•			•		•	•		•			•										

Source: U.S. Department of Labor's Occupational Information Network (O*NET) at www.onetonline.org.

* Knowledge listed for the occupation represent a specialty occupation.

Workforce Innovation and Opportunity Act (WIOA)
Program Year 2017-2020 Local Area Plan



**Workforce Development Board of Madera County
Workforce Innovation and Opportunity Act (WIOA)
Program Year 2017-2020 Local Area Plan**

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

The following are the current Credo, Mission and Vision of the Workforce Development Board of Madera County:

CREDO

Developing a Quality Workforce!

MISSION

Committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system.

VISION

Establish innovative collaborations that inspire success. Support an environment conducive to economic development. Provide opportunities for lifelong learning and personal growth. Build a vibrant economy through increased employment opportunities.

STRATEGIC GOALS

The following strategic goals were developed jointly by the Workforce Development Board and the Youth Advisory Council at a strategic planning session in June 2015.

- Effective Implementation of a Comprehensive Business Services Plan: Actively engaged and satisfied employers
- Aligned and Industry Responsive Industry Focused Training: A vocational/career technical education and training center
- The One Stop as a Source of Choice: Create employer pool for mentoring and Work-Based learning
- Enhanced Connection of Youth With the One Stop System: Youth/young adult representation in the one stop

These goals were revised at the last facilitated board session on October 31, 2016, to further align with the regional plan. Board staff provided updates for the Board to review progress on meeting these goals every other month.

Provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.

The Board has been working diligently for the last 18 months to bring to fruition a comprehensive one stop facility in Madera to include all core programs, and other partners, who will be co-located in the facility. The Madera Adult School has constructed classrooms in the new building and will move the entire Adult Education and Literacy Program to the one stop. Department of Rehabilitation will continue to have staff in the one stop and we are currently working with the Employment Development Department to bring staff and services back into Madera County and in the new facility as well. Department of Social Services will also have a large presence with the Welfare to Work and Eligibility Divisions in the new facility. The move is scheduled in January 2017 allowing for daily interaction, cross training, leveraging of resources and services, and regular face to face meetings that will facilitate the alignment of resources and services within the programs.

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

The local workforce development system is operated by the non-profit Madera County Workforce Investment Corporation (MCWIC) through an agreement with the Board of Supervisors and the local Workforce Development Board. The MCWIC currently provides staffing to the local Board and acts as the One-Stop Operator and provider of Career Services in the local area. The local Board has approved MCWIC to apply to continue to provide WIOA career services in the area and has also approved participation in a sub-regional procurement for the one-stop operator in partnership with the San Joaquin, Merced, and Kings local areas.

The local system includes one comprehensive AJCC – called the Madera County Workforce Assistance Center – which acts as the primary workforce service location in Madera County. Partners in the local system include: the Employment Development Department, State Center Community College District, Madera Unified School District – Madera Adult School, Central Valley Opportunity Center, the Department of Rehabilitation, the Department of Social Services, Job Corps, the City of Madera Housing Authority, SER – Jobs for Progress, Inc., and the Madera County Workforce Investment Corporation. Programs and services offered through the local AJCC include: Wagner-Peyser, TAA, UI, Migrant Seasonal Farmworker, TANF and related programs, Job Corps outreach, recruitment and orientations, Senior Community Services Employment Program, Adult Education and Family Literacy, Career Technical Education (including

post-secondary CTE through the community college system), vocational rehabilitation services, housing services including referrals to housing and Family Self-Sufficiency programs, and WIOA Adult and Dislocated Worker career services, WIOA youth services, and Business Services, including Rapid Response and Lay-off Aversion services. The Madera County Workforce Assistance Center also provides Ticket-to-Work program services for individuals receiving SSI or Social Security Disability benefits who wish to return to work and long-term services and supports to individuals who are referred after placement in employment by the Department of Rehabilitation through a local Partnership Plus agreement.

Services to individuals who are not able to visit the comprehensive center in the City of Madera are served through a network of community partner locations, including branch library locations, Department of Social Services offices, First 5 Family Resource Centers, and the Oakhurst Community College Center. Staff can meet with customers at these locations to insure access to services for those who are unable to travel to the primary AJCC location in Madera. Technological access, including via teleconference, web conference, on-line services, and video relay services, is also available to facilitate access to the broader community, as needed.

The local Board is leading efforts to move the primary AJCC location into a larger facility where the traditional AJCC workforce system partners and services will be co-located with the local Adult School facility. The move is anticipated in January 2017. Partners anticipated to have staff housed in the new location include: Madera Adult School, MCWIC, DSS, EDD, State Center Community College District, and the Department of Rehabilitation. Areas for the intermittent presence of other system partners are planned. The cost of infrastructure and operations of the new AJCC facility are being negotiated as part of the Phase II MOU process.

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

The local Board will support the policy strategies emphasized in the State Plan through the continued implementation of existing strategies and the development of new strategies in both the local area and the RPU. Sector strategies are an area of emphasis in the local area and region and have been since the identification of regional sector priorities by the California Partnership for the San Joaquin Valley and the adoption of policy consistent with those priority sectors by local Boards throughout the region. The local Board policy currently identifies priority sectors as: Agriculture, including Ag-

Business, Food Processing and Bio-Technology; Manufacturing; Supply Chain Management, Logistics, and Transportation; Health Care and Medical; Renewable Energy; and Hospitality, including Retail Trade and Tourism. The priority sectors drive investments in training as well as business engagement strategies to support demand-driven development of talent pools and training resources.

The local Board is focusing on career pathway strategies in collaboration with local and regional K12, Adult Ed, and Community College partners and consortia. Efforts are underway to align and articulate secondary and post-secondary career pathway options in local priority sectors and other emerging sectors in the local area and region.

Regional organization has been the hallmark of workforce activities in the Central San Joaquin Valley since the formation of the Central California Workforce Collaborative (CCWC) over 25 years ago. The CCWC is comprised of the local WDB Directors from all of the counties in the Central Valley RPU, as well as the Director from the Mother Lode area. This group meets regularly to share information and best practices, identify opportunities for regional and sub-regional collaboration, discuss funding opportunities, and brainstorm about workforce initiatives. The CCWC has, and is currently, working together on a variety of projects and grants, such as a JD NEG project, Slingshot, Prop 39, Veterans grants, NEG OJT, Green Job Training, and numerous others. The CCWC selected a regional lead and consultants to assist with the regional planning process, as well as a regional training coordinator. A subgroup of CCWC members is currently working on a sub-regional procurement action to identify a One-Stop Operator for the areas participating – Madera, Kings, Merced, and San Joaquin counties.

The local Board has operated Earn and Learn strategies using the On-the-Job Training program and paid work experiences for youth for over 20 years. The Board has recently been involved with pre-apprenticeship training programs through Prop 39 funding, and has increased referrals and connections for apprenticeships with the hiring halls in the Fresno-Madera-Kings-Tulare Building Trades Council, particularly around public infrastructure projects in the region. Labor representatives on the Board provide updates and guidance to assist Board efforts to connect local individuals with apprenticeship programs. The local Board chair, representing a local manufacturing concern, worked with WDB staff and community college partners to create a custom apprenticeship program for their company, which was successfully launched in 2015. The Board has added Transitional Job Training as another available Earn and Learn strategy being implemented in the local area, and is using Incumbent Worker Training for lay-off aversion and career advancement for employed individuals as well.

Supportive services are made available to participants when required for participation in programs and activities. While the Board has a policy allowing the provision of supportive services using WIOA Title I funds, they also require that other funding sources be tapped for supportive service costs for shared customers, as appropriate. A customer resource guide is made available to all job seeking customers at the AJCC and

via the web site, to provide information on all of the resources and services available to community members participating in various programs, as well as for those who need one-time assistance with food, utility bills, housing, or to meet other needs.

The Board is interested in options related to cross-system data sharing capacity and is currently participating in a pilot project with State Center Adult Education Consortium and other workforce and Adult Education partners using Community Pro – a system that provides data sharing and referral processes to education and workforce partners. The system provides tools to insure that information is available to all program partners working with a specific customer and to insure that services are not inadvertently duplicated, while supporting the movement of customers between partners and services and into more advanced education or job placement activities without service gaps. The Board is open to exploring local options with system partners, as well as encouraging the use of CalJOBS across partner organizations and programs, and is open to any other pilots or projects that may be proposed by the region or the State related to more effective sharing and use of data to support effective service delivery and strong performance on required metrics.

Integrating services and braiding resources is a priority for the WDB of Madera County. As a small, rural community with limited funding, leveraging and braiding funds with partners is a business necessity. The braiding of funds with other system partners has historically occurred, particularly with co-enrolled participants, but local participation in the Disability Program Navigator, Disability Employment Initiative, and the current Disability Employment Accelerator projects has operationalized the leveraging and braiding of funds to support customers throughout the local system. Regular partner meetings support the efforts of all workforce programs and customers, and help to insure that all organizations are aware of the resources available to support customers involved in the workforce system; referral processes are in place and are used to assist customers in accessing these resources.

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

With the impending relocation to a 30,000 sq. ft. building, the core program providers will be co-located in the comprehensive job center which will facilitate and deliver a robust menu of services and programs. All program staff have been/will be cross-trained regarding WIOA and the various core program offerings to maximize referrals to appropriate programs and services. A referral form and process has been developed and agreed upon by all partners. The Board has a policy for priority of service for target populations and staff have been trained in all such pertinent policies in order to meet the requirement of serving those individuals with barriers to employment. The Board, even without co-location, has enjoyed very strong partnerships with the core program

providers as well as other mandatory partners. Partner meetings have been held regularly in order to share, network and collaborate around program services. With the co-location, partner meetings will be held monthly and program committees will be developed and implemented, such as business services and program quality and development, with representation from partner staff and management. This will facilitate cross training as well as develop strategies to expand services across all programs.

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

The Board has directed that all program staff will continue to receive training related to career pathways to include critical labor market data in order to provide the most informed coaching to all participants. Staff have received training related to co-enrollment to ensure maximizing access to all appropriate and available services and resources from programs. With the recent move of the AJCC to a 30,000 sq. ft. building and the co-location of core program partners as well as a number of other mandatory partners, discussions have taken place at partners meetings related to cross-training of all staff to better determine opportunities for co-enrollment. Materials will be developed and provided that visualize the available career pathways in the local and regional area and that are in response to business needs. Staff have also been trained to utilize available economic analysis platforms and software in order to make real time decisions related to occupations in demand and the career pathway opportunities that are available. The Board has contracted with Madera Adult School for a customized High School Equivalency (HiSET) class in order to provide a resource that is flexible and also provides remediation for those customers without the high school diploma or its equivalent. This is in response to the Board's policy that customers must have a high school diploma or its equivalent prior to receiving intensive services. This policy was in direct response to the employers in the community demanding that as a minimum qualification for employment. The Madera Community College Center will also begin to offer transitional English as a Second Language (ESL) classes at the AJCC in the fall. The WDB Executive Director also sits on the Career and College Readiness Committee with the Madera Unified School District wherein articulation and dual enrollment is taking place. The Board was also instrumental in the successful development and implementation of the apprenticeship program at one of the largest manufacturing plants in Madera. The Board also participates in the annual Health Career Fair, the Manufacturing Summit both locally and in Fresno, Madera Manufacturing Day and has participated in the development of the first annual Agriculture Summer Camp to be held this summer. The Board will also be creating ad-hoc workgroups in response to their strategic goals specific to career pathways and initiatives that further this goal. Co-enrollment with core programs is occurring with the participation of the Board in a pilot project with Community Pro and the Madera Adult School. Due to the lack of Employment Development Department services in the county for the last several years, the Board directed that all customers will be registered in CalJOBS for Wagner-Peyser.

In addition, the Integrated Resource Team model utilized in the Disability Employment Initiative and Department of Rehabilitation's Partnership Plus is being discussed with other partners to further develop opportunities for co-enrollment across the system, not just core programs. This model enhances the leveraging and braiding of resources and services and mitigates duplication.

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

The Board does not allow any training that does not result in an industry recognized credential. The Board will continue to collaborate with the community college and adult education systems related to needed training programs that provide credentials, particularly those that are portable and stackable. An economic and skills gap analysis has been conducted for both the local and regional workforce development areas and provided to staff in order to inform and educate the staff who are tasked with career coaching, along with other pertinent platforms, such as O*Net, EDD LMID, EconoVue. This training is essential and will continue in order for jobseekers to be appropriately coached related to career choices, skill upgrade training beyond the initial requested training and opportunities for stackable and portable certificates and credentials.

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

The Board will continue to maintain a private sector majority that reflects the local businesses and industries including small employers. The Board is currently restructuring, which will include an ad-hoc workgroup comprised of the private sector members tasked with addressing the critical touch points of the system that impact businesses/employers. The Board will also meet every other month rather than quarterly in order to be more engaged in the development system. The restructuring also included the decision to maintain the Executive Committee, but they were to meet for emergency business only rather than the traditional monthly meetings. Again, this is in order for the full Board to be the primary facilitators and policy makers for the local system. The Partners will begin to meet monthly with the move to the new location and will include a Business Services/Employer Engagement Committee.

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

The Board has developed a Business Services Unit with staff classified as Business Specialists who have received, and will continue, to receive training related to business engagement and building transformational relationships with businesses. Staff will also

be working regionally on a referral process, asset map, and needs assessment to better streamline processes in meeting the needs of businesses. The staff have been assigned to the industries identified by Board policy and based on local economic analysis and data. They are assigned to make contact with each of the businesses within their sector and determine the needs of the business. This requires regular interaction with businesses throughout the life of a business cycle. This data is collected and entered into a database and aggregated for the Board to review and determine initiatives and strategies in order to be responsive to the business needs. This data is also used to provide business workshops, training opportunities, and resources on the identified areas of need. When in the new facility, a more robust and fully engaged Partner Business Committee will be re-established and will meet regularly to mitigate duplication of services and contact with businesses.

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

The Executive Directors for the Economic Development Commission and the Workforce Development Board sit on each of their respective Boards and meet or correspond on a regular basis. The Board has completed a restructuring process related to frequency and format of meetings to include regular reports from all partners in order to better facilitate coordination between the programs. The Board and the EDC also have a long-standing partnership related to the EDC's Revolving Loan Fund program that establishes written agreements with business loan recipients requiring that additional positions created as a result of the infusion of loan proceeds are hired using the resources of the local AJCC. The Board also partners with and has representation on the Greater Madera County Industry Association, which the EDC has administrative and fiscal oversight of; and provide regular updates and presentations to the GMCIA. The Board provides regular labor market information updates to the EDC and shares any economic analyses that are commissioned by the Board. Board staff also participate in meetings with site selection groups who are considering locating a business in Madera County and assist with the provision of labor market and labor force information to these groups. Board and EDC staff have combined materials for both the Workforce and Economic Development systems in marketing and outreach materials provided to businesses and coordinate media contacts and press releases regarding events related to both organizations. Joint business outreach and site visits are conducted to engage businesses and gather business intelligence within identified priority sectors. The Executive Directors of both the WDB and the EDC are participants on the WYE Madera committee related to attempts to encourage the location of the High Speed Rail Heavy Maintenance Facility in Madera County. Discussions are currently underway to determine how to facilitate more effective data sharing around business intelligence and prospect information, including items such as sharing business trend information from EconoVue and how to insure that business contacts and service information are tracked in the CalJOBS CRM module. The WDB and EDC also share grant opportunities that could benefit either or both systems.

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

The one stop currently provides two UI phones and access to computers in the Resource Room for online UI. All staff have been, or will be with the co-location, trained related to access to UI and the basic fundamentals of the unemployment insurance programs. It has been beneficial to have UI staff at the local MOU sessions or on conference calls in order to strengthen the linkages with the one stop delivery system. An MOU for Phase I has been executed with the Unemployment Insurance Department of EDD. Staff to the Board also understand, and are hopeful, that one of the EDD staff who will be assigned to the new one stop in Madera will have up to 50% of their time dedicated to UI as a Navigator. This will be a positive contribution to the one stop delivery system.

The foregoing may provide a description of the way Local Boards and their partners will implement of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives should support the strategy the Local Board will use to work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

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

The Local Board will ensure continuous improvement of eligible providers of services using available data systems and reports, such as those available in CalJOBS, in combination with locally developed reports regarding progress against strategic benchmarks established by the local Board. CalJOBS information and reports will be utilized to evaluate the performance and continuous improvement of training providers listed on the State's Eligible Training Provider List. The local Board will continue to designate staff to coordinate with ETPL coordinators throughout the RPU to maintain consistency and communication regarding the performance of training providers, subsequent eligibility determinations, adding new training providers to the ETPL, or removing/delisting certain providers or programs that are not meeting the minimum performance levels established by State policy. The Board will review WIOA performance outcomes for the local area, as well as outcomes by provider and program, to ensure that performance goals are being met or exceeded. This will be facilitated moving forward through access (provided by the State Board/EDD) to the Future Works system Performance Management Quarterly for historical data, and the soon-to-be

launched CA Performs platform that will provide current performance data updated on a monthly basis. The CA Performs system permits a deep dive into performance outcome data at the RPU, Local Area, Center, and Service Provider levels so that investments can be directed to the most effective and productive providers and aligned closely with priority sectors. The Board will use the Customer Relationship Management module in CalJOBS to evaluate local progress on Employer performance measures and as a basis for adjustments to any local strategies for employer engagement, repeat business, market penetration, and general employer customer satisfaction with the services provided.

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

The Local Board currently provides access to services provided through the AJCC system through access to CalJOBS and assigning staff to meet with customers at various locations throughout the County, including partnering with the local library system and community college satellite locations, as well as using First 5 Family Resource Centers. Current off-site service locations include: Branch library locations in Madera Ranchos, North Fork, and Oakhurst; First 5 Family Resource Center in Chowchilla; and the Oakhurst Community College Center. The Local Board is currently involved in a redesign and update of the website for the local workforce system. The new website will be accessible and will provide a higher level of interactive tools and resources. The plan includes the development of an on-line orientation video, and web-based service request forms, including the ability to request an accommodation, submit an interest form, or request the use of assistive technology. The design plan is also exploring the option of the use of on-line seminars related to job search and career development topics. The redesigned web-site, along with the use of CalJOBS, will broaden access to the system throughout the County. In areas without access to an appropriate Internet connection, phone conferencing is available as an option to access certain basic career services and communication with Career Specialists.

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

The physical and programmatic accessibility of the AJCC system in the local area will be supported by the relocation of the comprehensive AJCC into a new, larger facility. The facility is being evaluated against the DGS Form G to insure physical accessibility of all areas in the new Center. The Local Board requires compliance through contractual

language, with all provisions of WIOA Section 188 and the Americans with Disabilities Act. The AJCC also houses an Employment Network through the Social Security Administration's Ticket to Work program, to insure that individuals with disabilities have access to the services and information needed to successfully transition back into the workforce. The AJCC has a wide range of assistive technology available upon request, for individuals who need assistance or support to access programs and services. Materials are available in multiple formats and languages, and interpreters are made available to individuals as well. Staff training has included one stop accessibility, psychiatric disabilities, substance dependence, cognitive disabilities, medical conditions, disability awareness and etiquette, effective communication strategies, accommodation request processes and procedures, and effective use of assistive technology. The Local Board has received funding and successfully implemented projects to strengthen staff skill levels and the availability of appropriate accommodations and assistive technology through the Disability Program Navigator, Disability Employment Initiative, and Disability Employment Accelerator Grants. Local Board staff have been selected to provide technical assistance to other local areas who are implementing later rounds of this funding and have presented best practices and strategies at State and National training events and conferences. The Local Board has two trained Community Partner Work Incentive Counselors to provide benefits counseling to individuals with disabilities who receive SSI and/or SSDI about the impacts on earnings with returning to work. The Local Board also has a current Partnership Plus agreement with the State of California Department of Rehabilitation to provide long-term services and supports to individuals who have exited the public Vocational Rehabilitation system.

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

The Local Board is partnering with the Madera Unified School District to establish a new comprehensive AJCC that includes the Madera Adult School operation within the AJCC. These discussions began in 2015 and have resulted in the development of a new AJCC comprehensive center opened in January 2017. The AJCC will initially house the following co-located partners: Madera County Workforce Investment Corporation (Title I Adult, DW, and Youth), Madera Adult School (Title II Adult Ed and Literacy), the Madera County Department of Social Services (TANF), the Employment Development Department (WP), Job Corps, the Madera Community College Center, and the State of California Department of Rehabilitation (DOR). Partners who contribute to infrastructure costs through contributions to rent and utility payments include: Madera County Workforce Investment Corporation, Madera Adult School, the Department of Social Services, and the Department of Rehabilitation. Negotiations continue through the Phase II MOU process to finalize the specific contributions to resource sharing in support of the AJCC from all partners. Each partner is responsible for the delivery of applicable career services and will participate in or contribute to the development of a center orientation which will communicate all AJCC services to interested individuals. The Madera County Workforce Investment Corporation will provide Title I Adult, Dislocated Worker and Youth Services at the Center, as well as staffing the public

resource room area. The Employment Development Department will offer Wagner-Peyser employment services and will house a Veteran representative and MSFW Outreach worker at the location; EDD will also support the provision of basic career services available in the resource room and through other EDD programs. The TAA Specialist will provide services and assistance as needed. Madera Adult School will offer the full range of Adult Education and High School Diploma/Equivalency training and testing at the site. The Department of Social Services will offer eligibility and CalWORKS services at the Center, and the Department of Rehabilitation will have on-site Rehabilitation Counselors, as well as an Employment Coordinator and Benefit Counselor available on a scheduled basis. Job Corps provides twice monthly enrollment orientations at the AJCC. The Madera Community College Center will provide financial aid assistance, academic advising and counseling, assistance with enrollment, and individual and group registration. The Local Board is negotiating with partners who will not be co-located at the Center to insure that services are available and contributions are determined moving forward. Partners who are not co-located at the AJCC include: Program funded through Section 166 and Section 167, the Housing Authority, and Senior Community Services Employment Program. Roles and contributions will be finalized through the Phase II MOU process and could include items such as: contributions to the cost of Center orientations, the provision of services at the AJCC on a scheduled basis, participation in staff training activities, the provision of training to AJCC regarding services offered and eligibility criteria, provision of materials for job seekers and/or employers that describe the services available, and participation in regular AJCC partner meetings and other AJCC events.

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

Executed MOUs are included with this plan as Appendix A.

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

equal access to AJCC services.

The Local Board will continue to work cooperatively with WIOA Section 166 grantees to insure access to AJCC services for Indian and Native American populations. Section 166 program representatives regularly schedule space in the AJCC to meet with and work with their customers. Individuals are co-enrolled with WIOA Title I or Title II services, as needed and determined through the development of an Individual Employment Plan or service strategy. Outreach is conducted in partnership with Section 166 grantee partners and information regarding Section 166 services and programs are provided to individuals who may qualify when they visit the AJCC. A referral system is in place and referrals are made between the Section 166 grantee and the AJCC. The AJCC Operator will maintain regular communication and include the Section 166 grantee in all partner meetings, events, and staff development/training sessions. The Local Board will continue efforts to strengthen the relationship with the Section 166 grantee serving the Madera County area with the goal of having a regular scheduled presence representing this program at the comprehensive AJCC in Madera.

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

The Local Board has completed the Phase I MOU process with the local WIOA Section 167 service provider, Central Valley Opportunity Center (CVOC). CVOC staff are not currently located in the comprehensive AJCC, and have separate locations for their office and training facility in the City of Madera. The MOU indicates that the Section 167 provider for Madera County will fully participate in the referral of customers both to and from the AJCC location and will share data on common customers as appropriate. Individuals who are in need of services under both Section 167 and Title I Adult/DW may be co-enrolled, as appropriate. The AJCC Operator will maintain regular communication with the Section 167 provider to inform them of upcoming events, available services, and special projects that can assist the Section 167 grantees participants in achieving their education, training, and employment goals. The Section 167 provider will have staff members participate in regular AJCC partner meetings, AJCC staff development and cross-training events, and AJCC orientations, workshops, and other events to insure that eligible MSFW participants have access to the full array of available AJCC services.

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

The San Joaquin Valley RPU through the Central California Workforce Collaborative has worked cooperatively on regional and sub-regional training grants and projects for over

20 years. Regional and sub-regional training projects involving the development of career pathways in priority sectors have included programs funded through VEAP grants, the Regional Industry Clusters Initiative, Prop 39 Construction and Clean Energy, the Central Valley Regional Infrastructure Employment Project, Slingshot, and NEG projects. The CCWC meets approximately every 6 weeks and communicates regularly about opportunities for regional and sub-regional partnerships and opportunities for participation in career pathway-focused training programs. Locally, the Board partners meet regularly with businesses and CTE partners at the secondary and post-secondary level in the development of career pathway programs that include multiple on-ramps and stackable credentials. All AJCC staff will continue to be informed about career pathway and stackable credential programs for job seekers and employed individuals through regular communication from the AJCC operator and via regular partner meetings and staff training events. Coordinated outreach will be conducted with education partners to recruit individuals into specific programs as needed, and to educate local employers, employed individuals, and job seekers regarding career pathway opportunities in priority sectors, as identified in the regional plan.

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

The Executive Director sits on the Madera County Economic Development Commission as a Commissioner and regularly attends all meetings either personally or through an approved designated alternate. The Executive Director of the EDC sits on the WDB and regularly attends those meetings. In addition, both Directors sit on, attend and/or participate in numerous activities related to economic and workforce development such as High Speed Rail and the Madera County Wye, an initiative to bring the Heavy Maintenance Facility to Madera County. Another initiative and project is the M Line working with Madera Unified School District, Madera Community College Center, the City and County and economic and workforce development to increase buses and routes from the one stop to Madera Community College Center and into Fresno State University. The Board's Business Specialists and management met with the EDC Executive Director during the implementation and transition from WIA to WIOA in order to obtain feedback and input to the Business Services plan to include rapid response and layoff aversion. EDC provides support and oversight to the Greater Madera County Industrial Association and workforce development often presents or provides resources and services to those members. EDC contacts Board staff for current labor market information and data. EDC also regularly request presentations to new potential businesses considering locating in Madera County related to their workforce needs. The WDB has developed partnerships with entities such as SCORE, SBDC, Wells Fargo Bank,

Valley SBDC, Central Valley Business Incubator (CVBI), EDD Employer Advisory Committee to provide entrepreneurial skills training to include marketing and business plans, financing, angel investment, business counseling, etc. The WDB has been successful through the DEI Grant in assisting a number of individuals with disabilities successfully open their own business. Resources and services to expand entrepreneurialism will be strengthened for all programs including the young adult program which the Board has taken in-house effective January 1, 2017.

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

While there are currently limited training programs within Madera County, there is a robust menu of training programs both in Merced and Fresno Counties, immediately to the north and south respectively. In Madera, we have Madera Community College Center, currently working on becoming WASC accredited for status as a stand-alone College rather than a Center. They have a quality Center for Advanced Manufacturing with curriculum vetted by employers with stackable and portable credentials for machinist, welder, maintenance mechanic, CNC as well as a mechanized agriculture program. Madera Center also has a health care program up to and including an RN credential. Between Fresno and Merced we utilize the training programs for Retail Hospitality and Tourism, Transportation and Logistics, Renewable Energy; all identified industries and occupations in demand for approved training. When local labor market or employer need demands other training such as computerized accounting, security guard/law enforcement, financial services there are appropriate programs available within the three counties. There are also a number of online offerings for training that we are able to avail ourselves of.

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

The Board has identified a Business Services team comprised of 4 Business Specialists and a Program Supervisor who have developed strategies and processes to actively engage businesses, gather business intel, and coordinate on going services to businesses throughout the business cycle. A Business Specialist is dedicated to Rapid Response and Layoff Aversion activities and utilizes resources, including the EconoVue tools and data to measure the business cycle and avert potential layoffs. The Business Specialist attends regional and local meetings/conferences where best practices and strategies are shared and have also received training related to Rapid Response and layoff aversion activities, tracking and completion of 121 and 122 reports, and the use of the Customer Relationship Management (CRM) module in CalJOBS. The Business Specialist also coordinates partners for a Rapid Response team for any business who has either filed a WARN or we have been made aware of a downsizing or closure. Orientation partners generally include representatives from the Workforce, EDD (TAA if needed), Wells Fargo, Department of Social Services, Housing Authority, Covered CA, and Keep Your

Home California. One such RR event occurred with the closure of Chukchansi Resort and Casino; a large business in Eastern Madera County that underwent a massive layoff of 1100 employees. We assisted the business with Rapid Response services and have assisted more than 120 individuals with Additional Assistance Dislocated Worker funds in accessing training and supportive services for employment. Our move to a larger facility will allow us to build a localized Rapid Response team to provide a more comprehensive approach to rapid response services. The Business Services team have also developed internal procedures for single layoffs and have coordinated efforts with front staff to ensure that data is captured, tracked, and followed for rapid re-employment.

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

Effective January 1, 2017 the Board is the provider of out of school youth (young adult) services. The Board has not provided in school youth activities for approximately three years in the local area and had taken action years before that, to expend at least 50% of youth funding on out of school youth. While the model is still being finalized as of the writing of this plan, long term Board staff and a Program Supervisor have been assigned to the young adults eligible under the out of school youth funding. The Board staff will be utilizing the Customer Centric Design model wherein young adults will have a single point of contact with staff upon entering the one stop. Staff have identified providers in the local community for the 14 elements under WIOA. The Board will become engaged in mentoring and providing worksites for PWEX/Work Based Learning opportunities. A full marketing and recruitment will be accomplished from the broader community. Staff have been trained and will continue to receive any and all appropriate trainings related to the program services and offerings. Staff have also been trained in working with individuals with disabilities and all other barriers. Customized workshops and seminars will be developed and offered in response to each young adult entering the program.

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

The Board's Executive Director sits on the Madera Compact, the business and education alliance in Madera County. The Compact is provided with support and oversight by the Madera County Office of Education and includes both the secondary and post-secondary

education providers. The Executive Director also sits on the Madera Unified School District (MUSD) Career Advisory Council which includes businesses that represent the career pathways being offered by the Madera Unified School District. The employers provide guidance and mentoring for curriculum and certificate development. The district co-enrolls students with Madera Community College Center for many of the classes the student takes in their respective programs. The Board supports initiatives such as Manufacturing Day and Health Career Fair Day. The Board and the Compact are currently participating in developing an Agricultural Boot Camp during the summer of 2017. The College and Career Readiness Director from MUSD has presented to the Board specific to the career pathway work being conducted by the District and partners. The Executive Director also participated in an advisory committee for program and curriculum expansion and development at the Madera Community College Center specific to Measure C, a local bond for the College that successfully passed and will provide facility expansion to include a much larger Center for Advanced Manufacturing. These types of partnerships will continue.

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

With the relocation of the comprehensive one stop, public transportation access is significantly increased for customers related to frequency and routes within the community. The Board also provides bus and Dial-A-Ride tickets to all eligible customers in need. We are also participating in meetings convened with the School District, Community College, City and County around the concept of “The M Line”. This bus would pick up participants from the one stop and provide direct transportation to the Madera Center and to Fresno State. We also provide mileage reimbursement for those participants in training as well as other supportive services to include but not limited to; assistance with books, health and parking, tools, mandatory clothing/uniforms, testing fees. These services are mandated by Board policy and the amounts and frequency are contingent upon annual funding.

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

With the impending move and the colocation of Wagner-Peyser staff, as well as the other core programs, staff will be trained and informed to ensure knowledge of specific services and resources associated with each program to mitigate duplication of services.

There will be an attempt to utilize either a universal data or case management system to further mitigate duplication but pending that a cross checking system will be implemented to maximize and leverage all of the services available in the one stop delivery system.

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

The Title II program is relocating its entire Madera Adult School to the new One Stop which will allow for enhanced coordination of services and programs. Classrooms have been built in the one stop to create a true one stop environment for those customers needing adult education and literacy programs. Prior to this, the Board has had numerous contracts in order to offer GED/HiSET, High School Diploma Credit Recovery, English as a Second Language and other vocational training for WIA/WIOA participants. The Board has a current contract for WIOA participants for HiSET preparation which includes an instructor for tutorial assistance, clerical support to ensure timely registration for the open entry/exit class which is held three days a week during the day and three evenings a week. The participants are free to come and go for any of the class times and days to meet their schedules and abilities. Board staff have contacted the Director of the Adult Education Consortium, and have also provided the Directive related to review of the Title II grant applications, to schedule a meeting to review both the requirements of WIOA Sections 107 and 232 and ultimately the grant application. Board staff actively participate in the Consortium by attending events, meetings, and strategic planning sessions. Again, the Board has an excellent partnership with the Adult Ed partner and is, in fact, currently participating in a pilot project, per their invitation, for shared data collection.

Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services be should specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities. Counties that trigger this requirement include Imperial, Monterey, San

Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.

The Board will develop and implement contract education with Madera Community College Center and/or Madera Adult School to offer English as a Second Language and/or Vocational English as a Second Language courses. Contract education provides the opportunity to develop parameters that are offered in a format that is convenient, accessible, open entry/exit, open registration, clerical support dedicated to the contract to assist those LEP individuals, tutorial assistance and appropriate study materials. The Madera Adult School has moved their facility to the One Stop with classrooms and classes offered during the day and the evening. The one stop also has bilingual staff to ensure customers are assisted and comfortable accessing the system. All materials are in both English and Spanish.

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

The Madera County Board of Supervisors as the Chief Local Elected Official in Madera County has designated the Madera County Workforce Investment Corporation as the fiscal and administrative agent for WIOA funds allocated to Madera County. The duties and responsibilities of the fiscal and administrative agent related to grant management and disbursement of funds is outlined in the agreement between the Local Workforce Development Board, the CLEO, and the MCWIC. All fiscal policies and procedures are compliant with the Uniform Guidance related to the management of Federal funds.

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

The Workforce Development Board of Madera County is completing the required State application process for approval to provide WIOA career services for Adults and Dislocated Workers through the Madera County Workforce Investment Corporation as a partner in the local AJCC system. If, for any reason, the application to provide services is not approved, the local Board will issue a Request for Proposals to procure a provider of Adult and Dislocated Worker career services. The local Board is also participating in a sub-regional procurement process for One-Stop Operator for the local areas of Madera, Merced, Kings, and San Joaquin. Merced, as the regional lead in the RPU will be developing and issuing the procurement document to solicit proposal for a sub-regional One-Stop Operator for the four counties involved. If unsuccessful, the local Board has

authorized staff to develop and release a local procurement document to solicit proposal for a local One-Stop Operator, and to have such operator identified by July 1, 2017.

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

PY 2016-17 Performance Goals					
	Adults	Dislocated Workers	Wagner-Peyser *	Youth	
Employment Rate 2nd Quarter After Exit	65.0%	68.0%	53.7%	62.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	62.5%	66.5%	53.7%	64.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,957	\$7,308	\$4,862	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	52.9%	60.0%	N / A	54.7%	Credential Attainment within 4 Quarters After Exit

PY 2017-18 Performance Goals					
	Adults	Dislocated Workers	Wagner-Peyser *	Youth	
Employment Rate 2nd Quarter After Exit	68.0%	71.0%	56.7%	65.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	65.5%	69.5%	56.7%	67.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,157	\$7,523	\$5,162	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	55.9%	63.0%	N / A	57.7%	Credential Attainment within 4 Quarters After Exit

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

- WSD15-14 - WIOA Adult Program Priority of Service
- WSD15-12 - WIOA Memorandums of Understanding Phase I

- **WSDD-151 - WIOA Phase II Memorandums of Understanding**

The local Board has created and approved a policy for priority of service for WIOA Adult program participants that is consistent with State-issued policy. As stated in WIOA Section 134(c)(3)(E) and local Board policy, priority of service will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for enrollment in individualized career services and training services funded with WIOA adult funds. Veterans and eligible spouses will continue to receive priority of service for WIOA programs and services consistent with State and Federal requirements.

The local Board successfully negotiated WIOA Phase I MOU's with all required partners – except the Section 166 program partner – by the State deadline of June 30, 2016. The MOU's were developed through a series of MOU development session meetings with partners and further refined through one-on-one communication with each partner agency. The Board has requested the assistance of the Regional Advisor in finalizing the MOU with the Section 166 partner, and will continue to reach out to the partner agency contacts to attempt to finalize their Phase I MOU. The Phase I MOU contains all information required by the State directive, including a local system map, a referral form and process, and commitments to work together on data sharing efforts and system costs as outlined in Phase II of the MOU process. The MOU's will be reviewed no less than once every three years and updated as appropriate, based on changes to the local system.

Phase II MOU's are being developed with the partners and will be finalized by the State deadline of June 30, 2017. The development process was initiated with a group meeting with partners on December 7, 2016. The second group meeting is scheduled for January 11, 2017 and Board staff will scheduled meetings with individual partners who are unable to attend the MOU planning sessions to review the MOU outline and begin the negotiation process. The Board is relocating the comprehensive AJCC to a larger facility in collaboration with the local Adult School in January 2017. Several partners have committed to co-locate within the new, larger facility including: Madera County Workforce Investment Corporation, Madera Adult School, the Department of Social Services, the Employment Development Department, the Department of Rehabilitation, and State Center Community College District. These partners will be contributing to the infrastructure costs of the new facility based on their occupied square footage and proportional share of common space, as well as contributions for system costs.

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

The Board has an established and approved policy in compliance with WIOA Section 134 for the use of individual training accounts. It is periodically reviewed for both WIOA and local compliance as well as appropriate funding caps, access to and number of individual training accounts allowed by customers and timeframes associated with the process. The Board has, and will continue, to provide contracts for training services that are both beneficial and allowed to provide needed training through the use of the individual training contracts. In these cases, Board staff are diligent in reviewing such training content and the provider for quality, performance outcomes, and the culmination of such training with an industry recognized credential or certificate. All staff have been trained regarding informed customer choice in compliance with WIOA and work with their customers related to career search, career pathways, required skills, training and education for a chosen career and the available and approved training providers to meet their needs but also within the Board ITA policy.

The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.

The Local Board staff discussed the planning process and requested input from all AJCC and community partners through the regular partner meeting process. Organizations included in the partner meetings include: Madera Adult School, Madera Community College Center, Central Valley Opportunity Center (Section 167), California Indian Manpower Consortium (Section 166), the Housing Authority, SER-Jobs for Progress (SCSEP), the Employment Development Department, the Department of Rehabilitation, the Department of Social Services, State Center Adult Education Consortium, and the Workforce Investment Corporation (WIOA Title I – Adult, DW, and Youth). The planning process was discussed in concert with the MOU development process and included discussions regarding services to be provided, coordination and data sharing efforts, referral processes, and customer service delivery models and approaches. In addition to these discussions, the local plan was made available for review during a 30-day public comment period. The plan was available in both hard copy and electronic formats. Alternate formats would be made available to individuals with disabilities and to individuals who are Limited English Proficient upon request. Email notifications regarding the availability of the plan for review and comment were sent to all partner organizations and Workforce Development Board members. The notice was also

published in the local newspaper and posted on the Workforce Development Board web page. The public comment period ran concurrently with the public comment period for the regional plan.

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

The Local Board uses the Employment Development Department CalJOBS system for intake and case management. Co-enrollments are managed using existing functionality in the CalJOBS system. CalJOBS allows co-enrollment codes to be used for customers who are receiving services from other WIOA core programs and other programs party to the State Plan. The Local Board is also participating in a pilot project with the State Center Adult Education Consortium for tracking and referring individuals who are receiving Adult Education and Literacy services. The pilot project involves use of the CommunityPro system and entering/uploading CalJOBS data regarding individuals who are co-enrolled in Adult Education and Literacy services with other pilot project participants. An evaluation of the pilot is anticipated to be completed in March of 2017 to determine whether use of the system will be continued.

Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.

The local Board staff have been meeting with the leadership of the State Center Adult Education Consortium (SCAEC) and with Madera Adult School regularly to discuss the WIOA planning process. In addition, local Board staff have been attending and participating in planning activities, summits, and other meetings of the Adult Ed Consortium that impact planning for Adult Education and Family Literacy activities in the local area. Title II Program applicants will be included in the distribution of the draft plan for public comment, review, and input. Title II program applicants will be notified of the requirements regarding Workforce Development Board review of, and concurrence with, their plans via written and/or electronic communication from the local Board.

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

The local Board has created and approved a policy for priority of service for WIOA Adult program participants that is consistent with State-issued policy. As stated in WIOA Section 134(c)(3)(E) and local Board policy, priority of service will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for enrollment in individualized career services and training services funded

with WIOA adult funds. Veterans and eligible spouses will continue to receive priority of service for WIOA programs and services consistent with State and Federal requirements.

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

The portions that are most notable are the workforce systems stakeholders, analysis of key economic conditions, in-demand sectors and the workforce accomplished through the regional and local economic and skills gap analysis, career and sector pathways, industry valued and recognized credentials, and system accessibility,

REQUIRED ATTACHMENTS TO LOCAL PLAN

- A. Local Board Assurances
- B. Provide A List of Comprehensive One-Stops and AJCC Partners in the Local Area
- C. Attach AJCC Memorandums of Understanding (MOU)
- D. Provide the Local Area Grant Recipient Listing Using the Form Provided
- E. Provide A Copy of Local Board Bylaws
- F. Provide Program Administration Designee and Plan Signatures
- G. Provide a Summary of Public comments received that disagree with the regional and local plan.

Local Board Assurances

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

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

- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

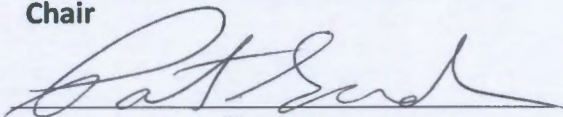
SIGNATURE PAGE

Instructions

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

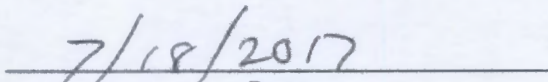
By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

Local Workforce Development Board
Chair

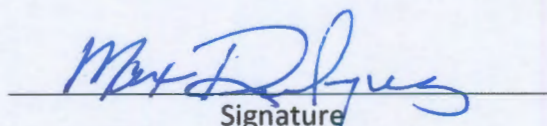

Signature

Pat Gordon
Name

Chair
Title

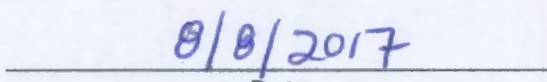

Date

Local Chief Elected Official


Signature

Max Rodriguez
Name

Chairman
Title


Date

List of Comprehensive One-Stops and AJCC Partners
for Madera County

Madera County Comprehensive One Stop

Madera County Workforce Assistance Center
2037 W. Cleveland Avenue
Madera, CA 93638
559-662-4500

AJCC Partners in Local Area

Central Valley Opportunity Center
Employment Development Department
Housing Authority of the City of Madera
Madera County Department of Social Services
Madera County Workforce Investment Corporation
Madera Unified School District Madera Adult School
SER
San Jose Job Corps
State of California Department of Rehabilitation
State Center Adult Education Consortium
State Center Community College District, Madera Community College Center

MADERA COUNTY CONTRACT No. 10704-C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
CENTRAL VALLEY OPPORTUNITY CENTER, INC. (CVOC)**

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Compensation laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction); and

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, Central Valley Opportunity Center enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the Central Valley Opportunity Center will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the Executive Director.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change as feasible;
5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure as feasible;
 - c) Shared technology and information as feasible;
 - d) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

1. A statement of intent to continue all provisions of the MOU;
2. Revised effective and end dates; and
3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. However, access does not mean co-location. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual Services Act; Unemployment Insurance claimants;

Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, as feasible the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets;
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in

their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.

4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The Central Valley Opportunity Center will provide the following specific AJCC services:

- Eligibility determination;
- Referral;
- Case management and counseling;
- Vocational training;
- General Education development (GED);
- Supportive Services;
- Resume and Job Readiness assistance; and
- Placement services.

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree to jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

ATTACHED COPY OF AGREED UPON REFERRAL FORM AND PROCESS – ATTACHMENT A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability
- E. Older individuals
- F. Homeless individuals
- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
- K. Single parents, including pregnant women
- L. Long-term unemployed individuals
- M. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment B.

Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

Funding of Services and Operating Costs

All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services.

It is expressly understood that this MOU does not constitute a financial commitment, but rather intend to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer

and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

If funded by the AJCC, the parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

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

understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

Signatures

Dated: June 16, 2016

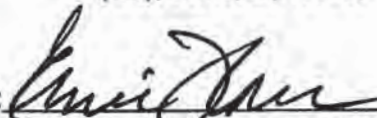
BY: 
Pat Gordon, Chair

Workforce Development Board of Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

Madera, CA 93638
(City, State, Zip Code)

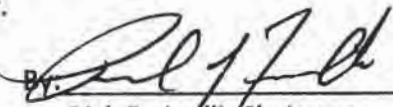
Dated: May 13, 2016

BY: 
Ernie Flores, Executive Director

Central Valley Opportunity Center
1930 Howard Road, Suite 125
Madera, Ca 93637

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the Central Valley Opportunity Center.

Dated: 8/25/16, 2016

BY: 
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By _____
Dale E. Bacigalupi
Digitally signed by: Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozanosmith.com C = US
Date: 2016.08.12 15:50:51 -08'00'

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

_____ of Madera County and

State of California Department of Rehabilitation
WIOA Title IV Vocational Rehabilitation

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____☐ Please respond with results of referral and any comments to referring agency contact above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature

Agency/Organization

discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

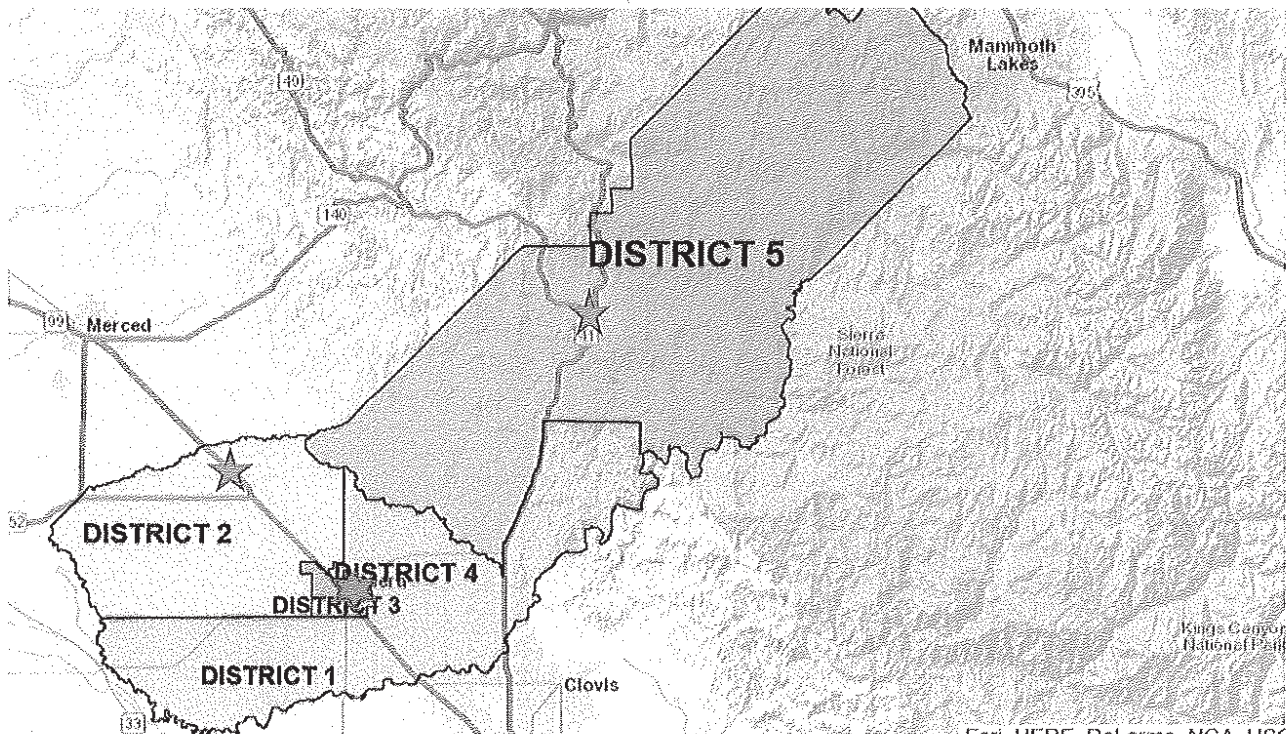
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
- AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals.
 - Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

MADERA COUNTY CONTRACT No. 10705-C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
THE EMPLOYMENT DEVELOPMENT DEPARTMENT**

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Insurance Laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.



Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the Employment Development Department (EDD) enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the EDD will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the EDD Workforce Service Branch Division Chief or department designee.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

- 
1. Continuous partnership building between all parties to this agreement;
 2. Continuous planning responsive to State and Federal requirements;
 3. Responsiveness to specific local and economic conditions including employer needs;
 4. Adherence to common data collection and reporting requirements, including needs for modification or change;
 5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure;
 - c) Shared technology and information;
 - d) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
 6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
 7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
 8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.



Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

1. A statement of intent to continue all provisions of the MOU;
2. Revised effective and end dates; and
3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual

Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets.
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in

their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.

4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The EDD will provide the following specific AJCC services:

A. Workforce Services Branch will provide:

1. **Basic Career Services** to include initial assessment of skill levels; provision of referrals to and coordination of activities; provision of workforce and labor market employment statistics information; provision of information relating to the availability of supportive services or assistance on-site using staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim
2. **Individualized Career Services** to include short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services

3. **Support the following programs and/or Services**

California Training Benefits (CTB)

CalJOBS

Employer Services

Fidelity Bonding



H-2A Temporary Agriculture Program
Jobs for Veterans Services Grant
Migrant Seasonal Farmworker Services
Personal Job Search Assistance workshops
Rapid Response
Trade adjustment Assistance
Work Opportunity Tax Credits
Worker Adjustment Retraining Notification (WARN) Act
Workshops
Youth Employment Opportunity Program / Youth Services

B. Labor Market Information Division will provide

1. **Basic Career Services** to include Labor Market Information (LMI) for regional economies, local areas, and California and a self-service website accessible to all customers with LMI products and data.
2. **Individualized Career Services** to include
 - Occupational Guides/Profiles
 - Wage data
 - Skills information and skills transference
 - In-demand occupations
 - Education and licensing requirements
 - Crosswalk occupations and education program offerings
 - Eligible Training Provider List (ETPL) of certified training organizations
 - Commute pattern data

C. Unemployment Insurance Branch will provide

Unemployment Insurance (UI) claim information upon request, following the Data Consent Authorization Form (DCAF) process,
Worker Profiling and Reemployment Services
Provide a direct line to the UI Public Service Program (PSP)
Provide AJCC staff with training and support in areas of UI as required,
In-person guidance to individuals in filing UI claims utilizing the eApply4UI or UI Online applications or direct customers to the UI PSP direct line system,

Assistance to AJCC staff and customers related to California Training Benefits (CTB)

Collaborate with Partners and AJCC staff on the Trade Adjustment Assistance (TAA) as it relates specifically to Trade Readjustment Allowance (TRA),

Support to the Rapid Response Team as a team member and participate in Rapid Response Roundtable meetings

Provide lay off aversion information to Employers.

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The current location of the AJCC is 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU through the development and implementation of a workable referral process to support the AJCC in the delivery of EDD supported services. Services may be offered at any location deemed appropriate by the partner organization. The WDB is committed to establish a comprehensive center in a facility that meets ADA and Seismic requirements. The AJCC location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

- Ensure that intake and referrals processes are customer-centered and provided by staff trained in customer service;
- Ensure that general information regarding AJCC programs, services, activities, and resources will be made available to all customers, as appropriate;
- Include a system of electronic referrals, traditional correspondence, verbal communication, or other means determined in cooperation with partners; and
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJCC staff, or real-time two-way communication and interaction that results in the services needed by the customer.

AS

The Madera County Workforce Assistance Center standard Referral Form and Referral Process are included as Attachment A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability, including Veterans with a disability
- E. Older individuals
- F. Homeless individuals
- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
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The WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, each AJCC partner agrees to:

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;

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

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All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services.

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The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement

- 
- activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

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

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

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

Signatures

Dated: June 28, 2016

BY: [Signature]
Pat Gordon, Chair

Workforce Development Board of Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

Madera, CA 93638
(City, State, Zip Code)

Dated: JUNE 24, 2016

BY: [Signature]
Shelly Tarver, Acting DDC

EDD Workforce Services Branch
1600 E. Belle Terrace
Bakersfield, CA 93307

Dated: _____, 2016

BY: _____
Sylvia Garibay
Employment Development Administrator

EDD Unemployment Insurance Branch
P.O. Box 826880 – MIC 40
Sacramento, CA 94280-0001

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the Employment Development Department.

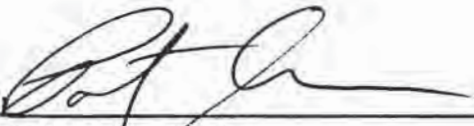
Dated: 8/25, 2016

BY: [Signature]
Rick Farinelli, Chairman
Madera County Board of Supervisors



Signatures

Dated: June 28, 2016

BY: 
Pat Gordon, Chair

Workforce Development Board of Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

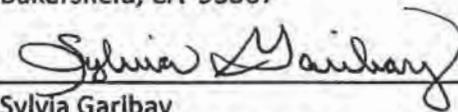
Madera, CA 93638
(City, State, Zip Code)

Dated: _____, 2016

BY: _____
Shelly Tarver, Acting DDC

EDD Workforce Services Branch
1600 E. Belle Terrace
Bakersfield, CA 93307

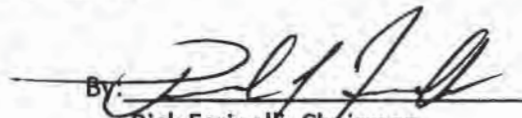
Dated: June 27, 2016

BY: 
Sylvia Garlbay
Employment Development Administrator

EDD Unemployment Insurance Branch
P.O. Box 826880 – MIC 40
Sacramento, CA 94280-0001

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the Employment Development Department.

Dated: 8/2, 2016

By: 
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By Dale E. Bacigalupi Digitally signed by: Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozano-smith.com C = US
Date: 2016.08.12 16:00:24 -08'00'

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

of Madera County and

The State Center Community College District,
Madera Community College Center

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____
_____☐ Please respond with results of referral and any comments to referring agency contact
above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature _____ Agency/Organization _____
discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals
with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

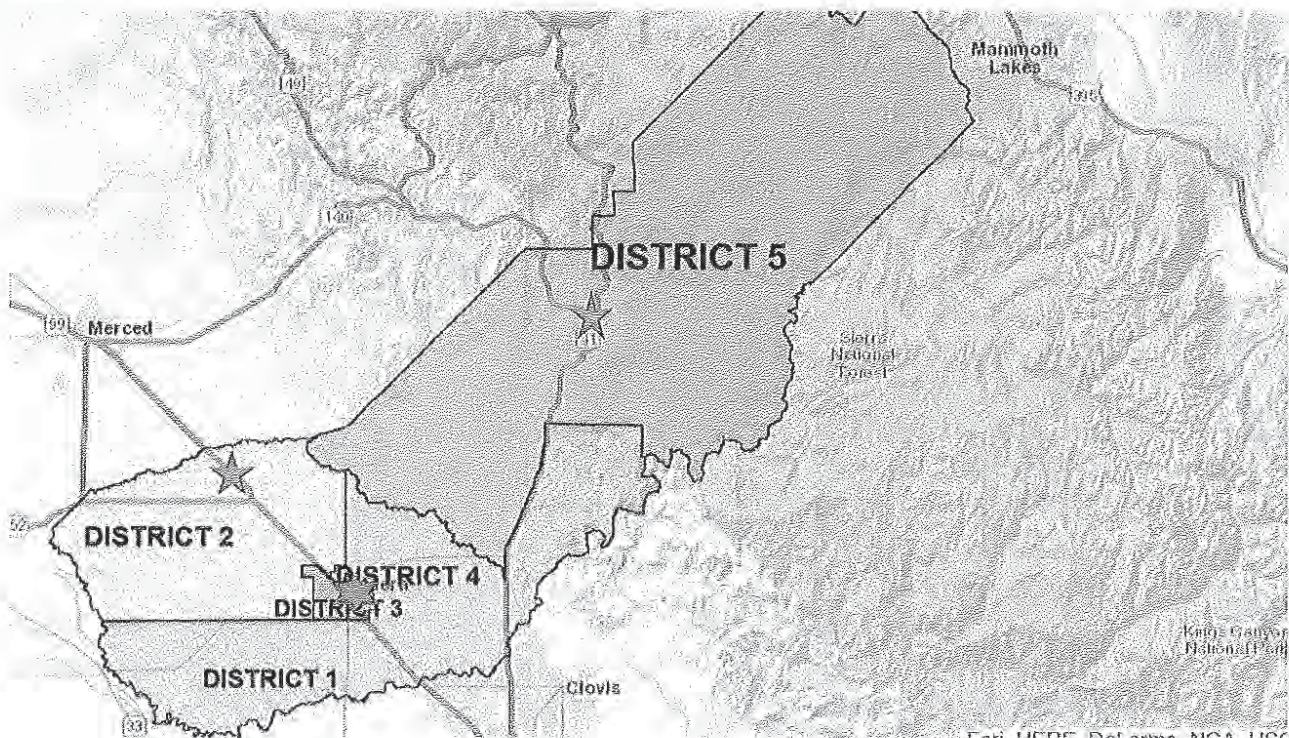
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
- AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals.
 - Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

MADERA COUNTY CONTRACT No.

10706-C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
THE HOUSING AUTHORITY OF THE CITY OF MADERA**

THIS MEMORANDUM OF UNDERSTANDING ("MOU") is entered into as of June 8, 2016, by and among the WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY ("WDB"), and the HOUSING AUTHORITY OF THE CITY OF MADERA, a political subdivision ("HOUSING AUTHORITY"), also collectively referred to herein as the "PARTIES."

RECITALS

A. Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

B. The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Compensation laws
- Job Corps

C. California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

D. Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

AGREEMENT

1. Purpose of Memorandum of Understanding (MOU)

a. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;

b. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:

- Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
- Comprehensive (offering a large array of useful information with wide and easy access to needed services);
- Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
- Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

2. Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the HOUSING AUTHORITY enters into a Memorandum of Understanding with the WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY regarding the manner in which the HOUSING AUTHORITY will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the Executive Director of the HOUSING AUTHORITY.

3. Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change;
5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure;
 - c) Shared technology and information;
 - d) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

4. Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties.

This MOU is of no force or effect until executed by authorized representatives of the participating agencies. The MOU, once fully executed, becomes a part of the local WIOA Plan.

5. Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

6. Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

- a. A statement of intent to continue all provisions of the MOU;
- b. Revised effective and end dates; and
- c. Dated signatures of both parties.

7. Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

8. Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

9. Grievances and Complaints Procedure

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

10. Americans with Disabilities Act and Amendments Compliance

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

11. AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

- a. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets;
- b. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
- c. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.
- d. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
- e. Access to Wagner-Peyser services including job search, placement, placement, recruitment, and CalJOBS.
- f. Access to AJCC Programs and activities.
- g. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The HOUSING AUTHORITY will provide the following specific AJCC services:

The Housing Authority will ensure that services are provided by training partnering staff in the delivery of information about the services available through HACM to eligible individuals.

12. Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

13. Methods of Referral

Parties to this MOU agree to jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

A copy of the agreed upon referral form and process is attached hereto and incorporated herein as Attachment A.

14. Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- a. Displaced homemakers
- b. Low-income individuals
- c. Native Americans, including Alaska Natives and Native Hawaiians

- d. Individuals with a disability
- e. Older individuals
- f. Homeless individuals
- g. Youth who are in or who have aged out of the foster care system
- h. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- i. Eligible migrant and seasonal farmworkers
- j. Individuals within two years of exhausting lifetime eligibility for TANF
- k. Single parents, including pregnant women
- l. Long-term unemployed individuals
- m. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is attached hereto and incorporated herein as Attachment B.

15. Shared Technology and System Security

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

- a. Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- b. The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- c. Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- d. Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services;
- e. Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- f. Understand that system security provisions shall be agreed upon by all partners.

16. Funding of Services and Operating Costs

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

17. Confidentiality

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

- a. All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- b. No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- c. The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- d. Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.
- e. All information regarding such services shall be confidential information subject to the provisions of 34 CFR Section 361.38 and Title 9 California Code of Regulations Sections 7140-7143.5 as amended.

18. License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

19. Supervision/Day to Day Operations:

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

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

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s) all legally-required employee benefits. In addition, each party shall be solely responsible and save all other parties harmless from all matters relating to payment of each party's own employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters. Nothing in this MOU shall be construed as a waiver by the original employer of its management rights, and all personnel rules and policies of the original employer shall govern its staff in the activities contemplated by this MOU.

20. Dispute Resolution:

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

21. Press Releases and Communications:

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

The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

22. Hold Harmless/Indemnification/Liability:

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend, and hold harmless all other parties

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

Signatures

Dated: June 16, 2016

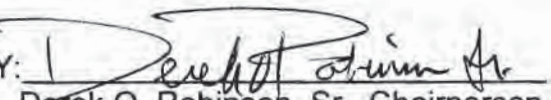
BY: 
Pat Gordon, Chair

Workforce Development Board of
Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

Madera, CA 93638
(City, State, Zip Code)

Dated: _____, 2016

BY: 
Derek O. Robinson, Sr., Chairperson

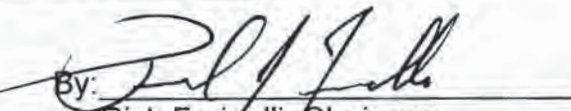
Housing Authority of the City of
Madera
(Name of Partner Agency)

205 North G Street
(Address)

Madera, CA 93637
(City, State, Zip Code)

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the Housing Authority of the City of Madera.

Dated: 8/25, 2016

By: 
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By
Dale E. Bacigalupi
Bacigalupi
Digitally signed by: Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@iozanosmith.com C = US
Date: 2016.08.12 16:05:28 -08'00'

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

of Madera County and

SER, Jobs for Progress, Inc.

TITLE OF CONTRACT:

Memorandum of Understanding

RESOLUTION NO. 1065

**RESOLUTION OF THE HOUSING AUTHORITY OF THE
CITY OF MADERA APPROVING A MEMORANDUM OF UNDERSTANDING
BETWEEN THE HOUSING AUTHORITY OF THE CITY OF MADERA
AND THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND AUTHORIZING THE CHAIRPERSON TO EXECUTE THE MOU**

WHEREAS, the Housing Authority of the City of Madera provides services relating to the development and operation of affordable housing; and

WHEREAS, the Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system and is in need of defining and establishing a relationship between the Workforce Development Board of Madera County (WDB) and the Authority; and

WHEREAS, the Housing Authority of the City of Madera is willing and able to provide those services as detailed in the Memorandum of Understanding between the Housing Authority of the City of Madera and WDB on file in the office of the Secretary of the Housing Authority of the City of Madera; and

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSING AUTHORITY OF THE CITY OF MADERA AS FOLLOWS:

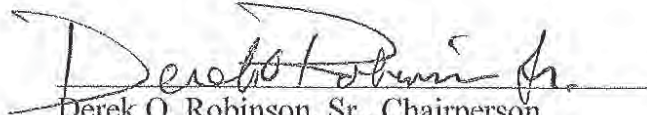
1. The recitals listed above are true and correct.
2. A Memorandum of Understanding (MOU) has been developed to set forth the responsibilities of the partners relating to their services.
3. The MOU is hereby approved.
4. The Chairperson of the Board of Commissioners of the Housing Authority of the City of Madera is authorized to execute the MOU on behalf of the Housing Authority of the City of Madera.
5. This resolution is effective immediately upon adoption.

The foregoing Resolution No. 1065 was adopted by the Housing Authority of the City of Madera on this 8th day of June 2016, by the following vote:

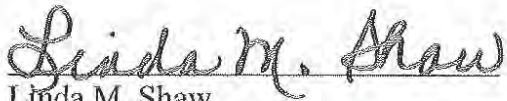
AYES: Commissioners Robinson, Poythress, Rigby, Medellin, Oliver, Holley

NOES: None

ABSENT: None


Derek O. Robinson, Sr., Chairperson

ATTEST:


Linda M. Shaw
Secretary

Approved as to Legal Form:


J. Brent Richardson
General Legal Counsel

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____☐ Please respond with results of referral and any comments to referring agency contact above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature Agency/Organization
discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

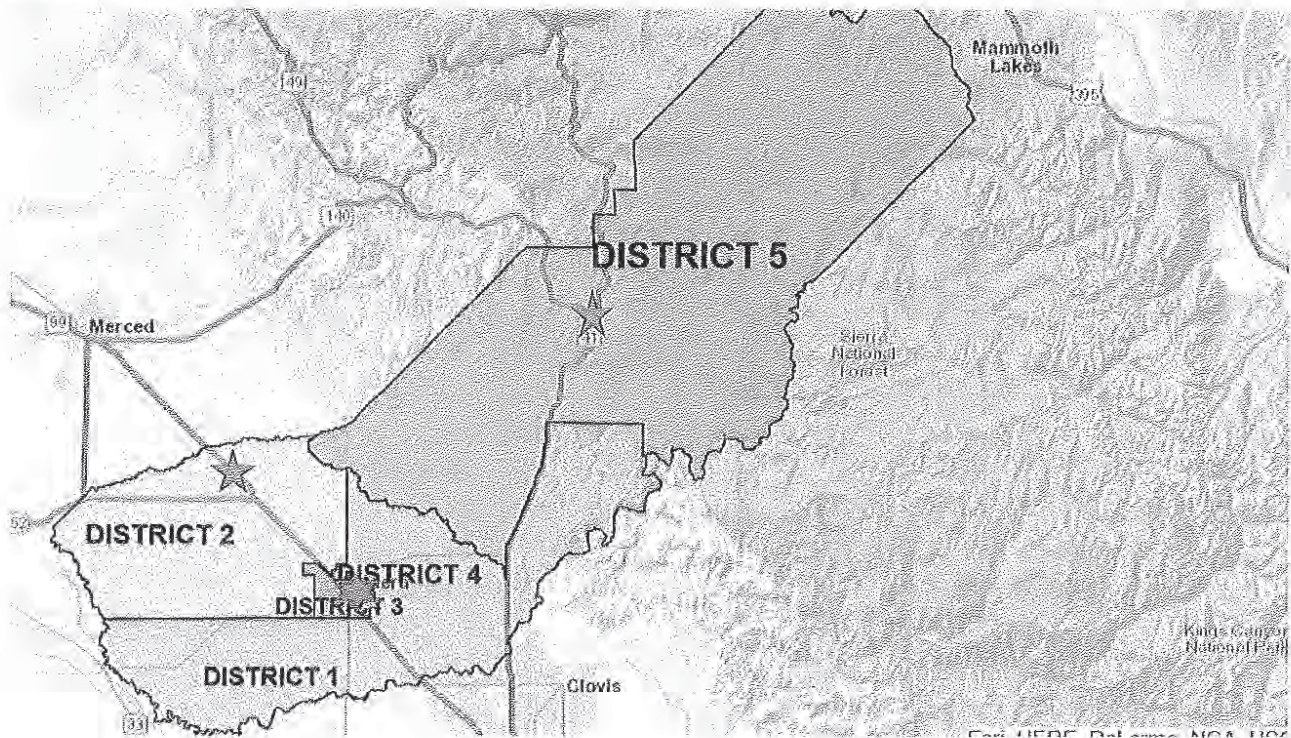
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
- AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals.
 - Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

MADERA COUNTY CONTRACT No. 10707-C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
JOB CORPS NORTHERN CALIFORNIA OUTREACH & ADMISSIONS**

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Compensation laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the *JOB CORPS NORTHERN CALIFORNIA OUTREACH & ADMISSIONS* enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the *JOB CORPS NORTHERN CALIFORNIA OUTREACH & ADMISSIONS* will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the *PROJECT DIRECTOR*.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change;
5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure;
 - a) Shared technology and information;
 - a) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

1. A statement of intent to continue all provisions of the MOU;
2. Revised effective and end dates; and
3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual

Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets;
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in

their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.

4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The *JOB CORPS NORTHERN CALIFORNIA OUTREACH & ADMISSIONS* will provide the following specific AJCC services:

- Monthly Orientation and Information Sessions at the AJCC facility – sessions will describe Job Corps services including educational and vocational training; residential living; employability, independent living, and social skills training; assistance with transportation and obtaining driver's license; counseling services; basic medical, dental, and vision benefits; career transition and job placement services; basic living allowance; and transition allowance.
- Follow-up services after completion of Job Corps programs.
- Assistance with Job Corps Eligibility and Admission Process.
- Referrals to other AJCC Partners, as appropriate.
- Provision of cross-training and informational presentations to AJCC partner agency staff.

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree to jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

A copy of the local referral form and process is included as Attachment A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability
- E. Older individuals
- F. Homeless individuals
- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
- K. Single parents, including pregnant women
- L. Long-term unemployed individuals
- M. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment B.

Job Corps Program Centers are located in San Francisco, Sacramento, and San Jose

Treasure Island Job Corps; 351 H Ave, Bldg. 442, San Francisco, CA 94130

San Jose Job Corps; 3485 East Hills Drive, San Jose, CA 95127

Sacramento Job Corps; 3100 Meadowview Road, Sacramento, CA 94532

Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services;
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

Funding of Services and Operating Costs

All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services.

It is expressly understood that this MOU does not constitute a financial commitment, but rather the intent to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

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

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend, and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such

indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend, and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

Signatures

Dated: July 20, 2016

BY: [Signature]
Pat Gordon, Chair

Workforce Development Board of Madera County
Name of WDB

441 E. Yosemite Avenue
Address

Madera, CA 93638
City, State, Zip Code

Dated: 6/28, 2016

BY: [Signature]
Naya Gordon, Project Director

Job Corps Northern California OA
Name of Partner Agency

1330 Broadway, Suite 705
Street Address

Oakland, CA 94612
City, State, Zip Code

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the JOB CORPS NORTHERN CALIFORNIA OUTREACH & ADMISSIONS Program.

Dated: 8/25, 2016

BY: [Signature]
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By _____
Dale E. Bacigalupi
Digitally signed by: Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@cozanosmith.com C = US
Date: 2016.08.12 15:08:14 -0800

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

of Madera County and

Madera Unified School District, Madera Adult School

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____
 Appointment Date: _____ Appointment Time: _____
 Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____
 Agency Staff: _____ Phone #: _____
 Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____
 Phone#: _____ Email: _____

☐ Referral Reason: _____

☐ Please respond with results of referral and any comments to referring agency contact
 above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature **Agency/Organization**
 discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

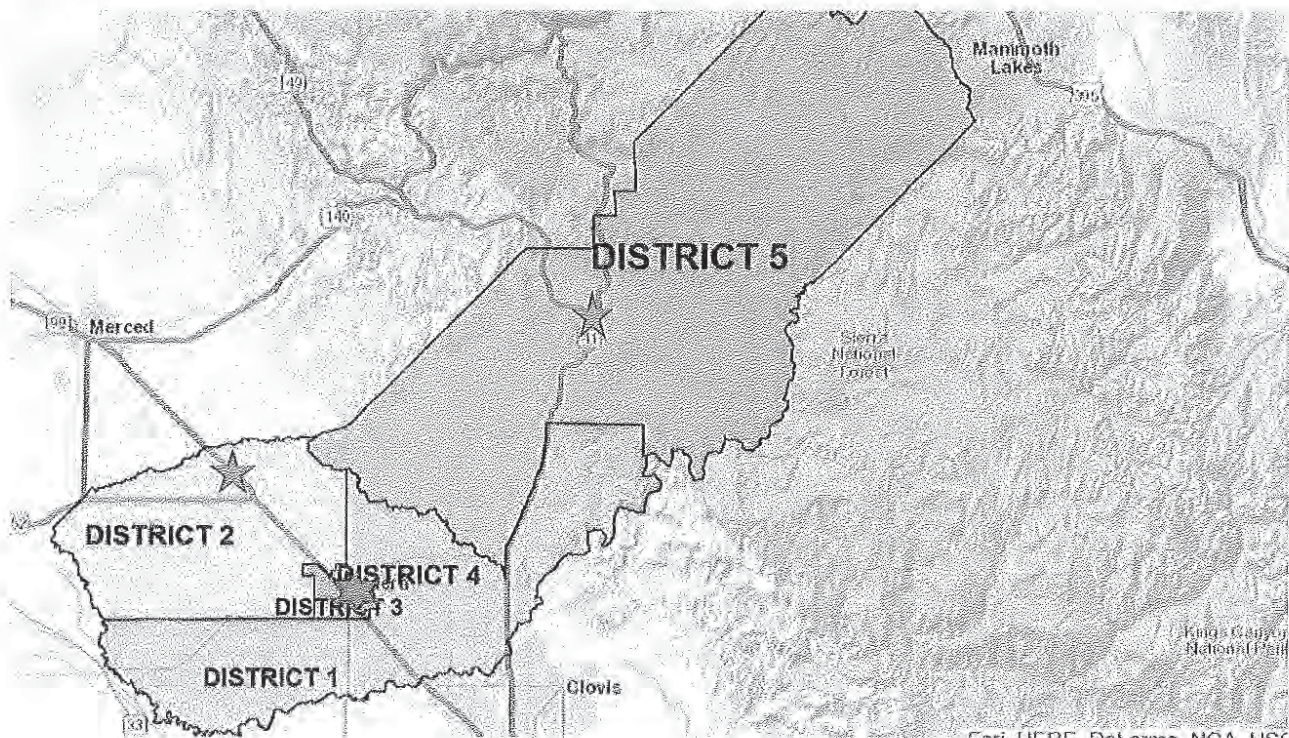
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
- AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals.
 - Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

MADERA COUNTY CONTRACT NO. 10622-C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
MADERA COUNTY DEPARTMENT OF SOCIAL SERVICES**

RECITALS

A. Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) Partners relating to the operation of the AJCC delivery system in the local area.

B. The WIOA specifies that the required AJCC Partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Compensation laws
- Job Corps

C. California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment;
and
- Aligning, coordinating and integrating programs and services.

D. Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

E. Purpose of Memorandum of Understanding (MOU)

- a. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- b. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction); and

NOW, THEREFORE, in consideration of the Recitals, the parties hereby agree as follows:

1. Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the Madera County Department of Social Services (MCDSS) enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the (MCDSS) will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the MCDSS *Director or designee*.

2. Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

- a. Continuous partnership building between all parties to this agreement;
- b. Continuous planning responsive to State and Federal requirements;
- c. Responsiveness to specific local and economic conditions including employer needs;
- d. Adherence to common data collection and reporting requirements, including needs for modification or change;
- e. Diligence in developing coordinated local leadership in workforce development through;
 - 1. Responsiveness to customer needs;
 - 2. Maintenance to system infrastructure
 - 3. Shared technology and information;
 - 4. Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
- f. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
- g. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
- h. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

3. Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

4. Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency Extensions.

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

- a. A statement of intent to continue all provisions of the MOU;
- b. Revised effective and end dates; and
- c. Dated signatures of both parties.

5. Termination

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party. Notice shall be delivered as follows:

Kelly Woodard, Director
Madera County Department of
Social Services
P.O. Box 569
Madera, CA 93639

Pat Gordon, Chair
Workforce Development Board of
Madera County
441 E. Yosemite Avenue
Madera, CA 93638

6. Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

7. Grievances and Complaints Procedure

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

8. Americans with Disabilities Act and Amendments Compliance

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

9. AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

a. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets;

b. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.

c. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.

d. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.

e. Access to Wagner-Peyser services including job search, placement, placement, recruitment, and CalJOBS.

f. Access to AJCC Programs and activities.

g. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The MCDSS will provide the following specific AJCC services:

Core Services:

As a general rule, MCDSS will participate, as consistent with the CalWorks plan, support and assist in the provision of core services to CalWorks individuals determined eligible to receive TANF/CalWorks services by the California Department of Social Services and the local CalWorks plan. The MCDSS's funding can only be used to pay for services that are available to eligible CalWorks individuals qualified to participate in these programs through the AJCC Center.

Intensive Services:

The MCDSS agrees to as consistent with the local CalWorks plan, to support and assist with intensive services to eligible CalWorks individuals determined eligible for such services as defined by the California Department of Social Services and the local CalWorks plan.

Training Services:

MCDSS agrees, as consistent with the local CalWorks plan to support and assist in providing training services to a CalWorks eligible individual whom:

- (1) Has been determined to be eligible for intensive services, but who has been unable to obtain employment;
- (2) Has been determined by the AJCC Operator or AJCC Partner to be in need of training services and who has the skills and qualifications to successfully participate in a training program;
- (3) Selects a training program that is directly linked to employment opportunities in the local area or in an area to which the individual is willing to relocate;
- (4) Is not qualified for federal grant assistance or who needs assistance beyond that available through such grant assistance programs; or
- (5) Meets applicable priority criteria for training services
- (6) Has training identified in their approved welfare to work (WtW) plan.

- (7) Services may include child care, transportation, and/or ancillary assistance but may not provide funds for tuition.

Training services that MCDSS may refer eligible CalWorks individuals as defined by the California Department of Social Services includes but are not limited to:

- (1) Occupational skills training;
- (2) On-the-Job Training;
- (3) Workplace training and cooperative education programs;
- (4) Private sector training programs;
- (5) Skills up-grade and retraining;
- (6) Entrepreneurial training;
- (7) Job readiness training;
- (8) Adult education and literacy activities in combination with training; and
- (9) Customized training.

10. Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

If WDB establishes additional AJCC Centers within its local workforce investment area, the MCDSS Director will determine the extent and manner in which it will participate in such additional centers. However, access to MCDSS services will be made available at all locations.

11. Methods of Referral

Parties to this MOU agree jointly develop and mutually implement referral processes acceptable to all AJCC Partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

- Ensure that intake and referrals processes are customer-centered and provided by staff trained in customer service;
- Ensure that general information regarding AJCC programs, services, activities, and resources will be made available to all customers, as appropriate;
- Describe how customer referrals are made electronically, through traditional

correspondence, verbally, or through other means determined in cooperation with partners; and

- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJCC staff, or real-time two-way communication and interaction that results in the services needed by the customer.
- MCDSS will create an activity in our CIV system that will generate a Referral To Activity sheet which will be printed and given to the customer to take to AJCC partner.

12. Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- a. Displaced homemakers
- b. Low-income individuals
- c. Native Americans, including Alaska Natives and Native Hawaiians
- d. Individuals with a disability
- e. Older individuals
- f. Homeless individuals
- g. Youth who are in or who have aged out of the foster care system
- h. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- i. Eligible migrant and seasonal farmworkers
- j. Individuals within two years of exhausting lifetime eligibility for TANF
- k. Single parents, including pregnant women
- l. Long-term unemployed individuals
- m. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment A.

13. Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

14. Funding of Services and Operating Costs

All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services.

It is expressly understood that this MOU does not constitute a financial commitment, but rather intend to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC Partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

15. Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC Operators and other AJCC Partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or

placement activities, and other services as needed for employment or program support purposes.

- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.
- Any information regarding any individual who has applied for or received services, including the fact that the individual is an applicant or client of MCDSS shall not be disclosed by the AJCC Operator or any AJCC Partner, absent a court order or a written authorization from the applicant or client as stated above.

16. Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

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

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

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

Dispute Resolution:

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

It is understood that MCDSS and its staff are subject to existing personnel policies,

procedures, regulations and statutes as well as applicable collective bargaining agreements. The WDB will assure to the extent possible that the AJCC Operator will work with all partners in developing and implementing policies and procedures for the AJCC , in order to avoid inconsistencies with their respective policies, procedures, regulations and collective bargaining agreements.

Press Releases and Communications:

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

The parties agree to utilize the AJCC log developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

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

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IN WITNESS WHEREOF the foregoing Agreement is executed on the date and year first
above-written.



COUNTY OF MADERA

[Signature]
Chairman, Board of Supervisors

ATTEST:

[Signature]
Clerk, Board of Supervisors

Contracting Party:
WORKFORCE DEVELOPMENT BOARD
OF MADERA COUNTY

Approved as to Legal Form:
COUNTY COUNSEL

By: Dale E. Bacigalupi
Digitally signed by: Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozanosmith.com C = US
Date: 2016.04.18 13:54:04 -08'00'

By: [Signature]
Elaine M. Craig
(Signature)
(Print)

Title: Executive Director

ACCOUNT NUMBER(S)

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____☐ Please respond with results of referral and any comments to referring agency contact above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature Agency/Organization
discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

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MADERA COUNTY WORKFORCE ASSISTANCE CENTER

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Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

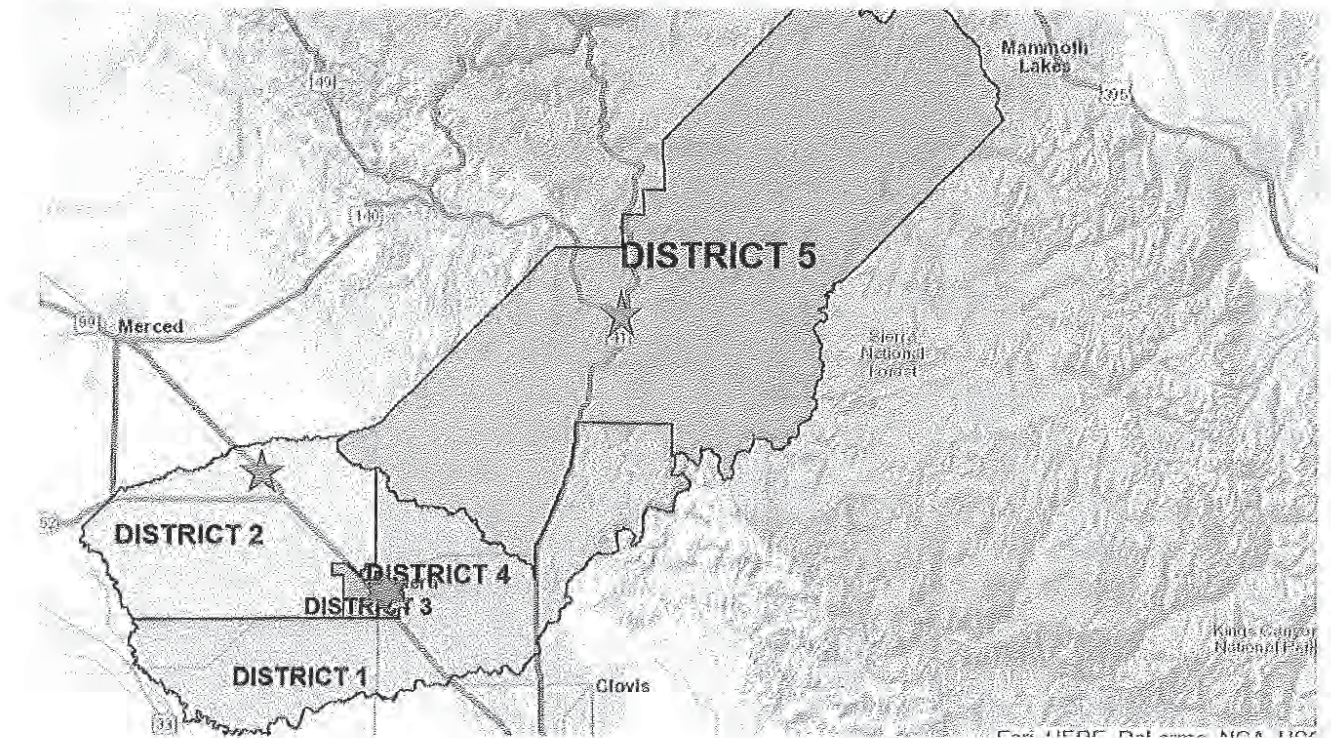
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
- AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals.
 - Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

MADERA COUNTY LOCAL WORKFORCE AREA
AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

MADERA COUNTY CONTRACT No. 10708- C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
MADERA COUNTY WORKFORCE INVESTMENT CORPORATION**

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Insurance laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the Madera County Workforce Investment Corporation (MCWIC) enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the MCWIC will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the Executive Director.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change;
5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure
 - c) Shared technology and information;
 - d) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

1. A statement of intent to continue all provisions of the MOU;
2. Revised effective and end dates; and
3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual

Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets;
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in

their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.

4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making (NPRM) section 680.200) which may include, but are not limited to, occupational skills training, on-the job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The MCWIC will provide the following specific AJCC services:

Acting as the AJCC Operator, the MCWIC will insure that services are provided by assigning staff to local AJCC sites and by coordinating cross-training between AJCC Partner agencies. MCWIC, in the role of AJCC operator will:

1. Facilitate the daily operation of the AJCC insuring that the facility is properly maintained and offers a professional and accessible work atmosphere for the delivery of services;
2. Establish and maintain key relationships and convene partner agency representatives in order to collaboratively integrate and supervise the workforce development system in the local area;
3. Support a collaborative environment through inclusive activities designed to develop the capacity of all partners to deliver high quality services to customers;
4. Coordinate the compilation and distribution of information to partner agencies regarding strategies to address the labor force needs of employers as well as the training and skill development needs of job seekers;
5. Collaborate in the development and implementation of integrated system-level outreach, marketing, branding, and innovative service delivery strategies; and
6. Serve as the primary point of contact for the community and media regarding workforce and AJCC system issues and inquires.

The MCWIC further agrees that it will provide the following services to individuals the MCWIC determines eligible for services and for whom such services are necessary, appropriate, and

consistent with Federal and State law, and which are not available through other partners in the AJCC system.

Basic Career Services

The MCWIC will participate in the provision of Basic Career Services, as defined in WIOA Section 134(c)(2), to individuals determined eligible to receive such services. Basic Career Services, as outlined in 20 Code of Federal Regulations NPRM Section 678.430(a), include:

1. Determination of eligibility to receive assistance from the Adult, Dislocated Worker, or Youth programs;
2. Outreach, intake, and orientation to the AJCC system;
3. Initial assessment of skill levels, aptitudes, abilities (including skills gaps), and supportive service needs;
4. Job search and placement assistance, including career counseling, information on industry sectors, occupations in demand, and nontraditional employment;
5. Recruitment and other business services for employers, including information and referrals to specialized services not traditionally offered in the AJCC system;
6. Provision of referrals to, and coordination of activities with, other programs and services within and outside of the AJCC system;
7. Provision of workforce and labor market information, including job vacancy listings, job skills requirements, occupations in demand, and earnings, skill requirements, and advancement opportunities for available jobs;
8. Performance and program cost information on eligible providers of training services;
9. Performance information for the local AJCC system;
10. Information relating to the available of supportive services or assistance, and referrals to those services and assistance;
11. Information regarding the process to access assistance for filing unemployment insurance claims; and
12. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services

The MCWIC agrees to provide Individualized Career Services, as defined in WIOA Section 134(c)(2), to individuals determined eligible to receive such services and if determined to be appropriate in order for an individual to obtain or retain employment. Individualized Career Services, as outlined in 20 Code of Federal Regulations NPRM Section 678.430(b), include:

1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers;
2. Development of an individual employment plan to identify the employment goals, achievement objectives, and appropriate combination of services for the participant;
3. Group counseling;

4. Individual counseling;
5. Career planning;
6. Short-term pre-vocational services to prepare individuals for unsubsidized employment or training;
7. Internships and work experiences that are linked to careers;
8. Workforce preparation activities;
9. Financial literacy services;
10. Out-of-area job search assistance; and
11. English language acquisition and integrated education and training programs.

Follow-Up Services

The MCWIC will provide follow-up services, including counseling regarding the workplace, as defined in WIOA Section 134(c)(2), for participants in Adult or Dislocated Worker activities who are placed in unsubsidized employment, for not less than 12 months after the first day of employment, as outlined in 20 Code of Federal Regulations NPRM Section 678.430(c).

Training Services

The MCWIC will, as funding permits, provide training services, as defined in WIOA section 134(c)(3)(A), to eligible individuals who, after an interview, evaluation, assessment, or career planning, have been determined to:

- a. Be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable or higher than those from previous employment;
- b. Be in need of training services to obtain or retain employment that leads to economic self-sufficiency;
- c. Have the skills and qualifications necessary to successfully participate in the selected program of training services;
- d. Have selected a program of training services that is directly linked to the employment opportunities in the local area or planning region;
- e. Be unable to obtain other grant assistance, or require additional assistance beyond that available through other grant assistance programs; and
- f. Be eligible in accordance with the priority system in effect under WIOA Section 134(c)(3)(E).

Training services may include:

1. Occupational skills training, including training for non-traditional employment;
2. On-the-job training;
3. Incumbent worker training;
4. Programs combining workplace training with related instruction, including cooperative education program;
5. Training programs operated by the private sector;
6. Skill upgrading and retraining;

7. Entrepreneurial training;
8. Transitional jobs;
9. Job readiness training, in combination with the services listed in items 1-8, above;
10. Adult education and literacy activities, including English language acquisition and integrated education and training programs, provided concurrently with the services listed in items 1-7 above; and
11. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Business Services

The MCWIC will provide Business Services, as outlined in WIOA Sections 134(c)(1)(A) and 134(d) and 20 Code of Federal Regulations NPRM Section 678.435, including, but not limited to:

1. Appropriate recruitment and other business services on behalf of employers, including business services other than those traditionally offered within the AJCC system;
2. Providing accurate workforce and labor market employment statistics information;
3. Customized screening and referrals of qualified participants in training services to employers;
4. Customized services to employers, employer associations, or other such organizations, on employment-related issues;
5. Customized recruitment events and related services for employers, including targeted job fairs;
6. Human resource consultation services, including assistance with job descriptions, employee handbooks, policies, or explaining labor laws to assist with compliance with wage/hour or safety/health regulations; and
7. Customized labor market information for specific employers, sectors, industries, or clusters.

Working in conjunction with the Workforce Development Board of Madera County, as well as other partners identified by the local Board, MCWIC will also participate in:

1. Developing and implementing industry sector strategies;
2. Providing customized assistance or referral for assistance in the development of a registered apprenticeship program;
3. Developing and delivering innovative workforce investment services and strategies for area employers, which may include career pathways, skill upgrading, skill standard development, or other effective initiatives for meeting the workforce investment needs of area employers and workers;
4. Assisting area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs;
5. Marketing available business services to appropriate area employers, including small and mid-sized employers; and
6. Assisting employers with accessing local, State, and Federal tax credits.

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree to jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

A copy of the local referral form and process is included as Attachment A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability
- E. Older individuals
- F. Homeless individuals

- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
- K. Single parents, including pregnant women
- L. Long-term unemployed individuals
- M. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment B.

Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

Funding of Services and Operating Costs

All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. It is expressly understood that this MOU does not constitute a financial commitment, but rather intend to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

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

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend, and hold harmless all other parties identified in this MOU

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

Signatures

Dated: June 23, 2016

BY: [Signature]
Pat Gordon, Chair

Workforce Development Board of Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

Madera, CA 93638
(City, State, Zip Code)

Dated: 6-24, 2016

BY: [Signature]
(Debi Bray, Chair)

Madera County Workforce Investment Corporation
Name of Partner Agency

441 E. Yosemite Avenue
Address

Madera, CA 93638
City, State, Zip Code

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the Madera County Workforce Investment Corporation.

Dated: 8/25, 2016

By: [Signature]
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By _____
Dale E. Bacigalupi
Digitally signed by: Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozanosmith.com C = US
Date: 2016.08.12 16:11:49 -0800

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

Workforce Development Board

of Madera County and

Madera County Workforce Investment Corporation

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____☐ Please respond with results of referral and any comments to referring agency contact above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature Agency/Organization
discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

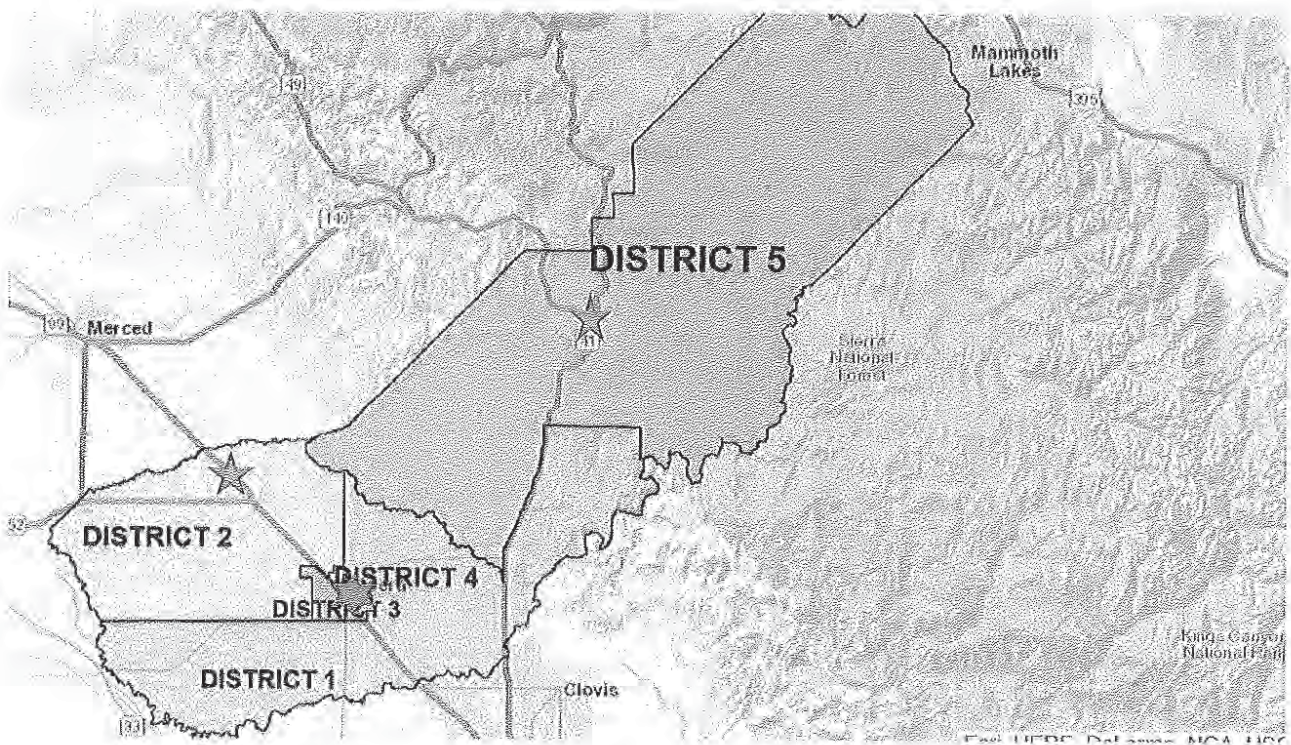
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
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MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND**

Madera Unified School District, Madera Adult School

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
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- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Insurance Laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth

resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, *Madera Unified School District, Madera Adult School* enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which *Madera Unified School District, Madera Adult School* will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the *Mr. Victor Villar, Associate Superintendent*.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change;
5. Diligence in developing coordinated local leadership in workforce development through;

- a) Responsiveness to customer needs;
- b) Maintenance to system infrastructure
- a) Shared technology and information;
- a) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
- 6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
- 7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
- 8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

- 1. A statement of intent to continue all provisions of the MOU;
- 2. Revised effective and end dates; and
- 3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

provision of services in a cooperative manner and at the lowest level of intervention possible.

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets.
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.
4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the-job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.

5. Access to Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

Madera Unified School District, Madera Adult School will provide the following specific AJCC services:

- *Continuous partnership building between all parties to this agreement;*
- *Continuous partnership building and planning responsive to State requirements;*
- *Continuous partnership between State and local representatives engaged in Workforce Investment Act activities and related workforce preparation and development;*
- *Response to specific local and economic conditions including employer needs;*
- *Adherence to strategic planning principles adopted for WIA long range planning, including the requirement for continuous Improvement;*
- *Adherence to common data collection and reporting, including needs for modification or change;*
- *ESL Classes; ABE and High School Diploma Classes;*
- *Agency referrals;*
- *HISSET prep and testing;*
- *Academic Counseling and planning;*

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners

agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

The Madera County Workforce Assistance Center standard Referral Form and Referral Process are included as Attachment A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability
- E. Older individuals
- F. Homeless individuals
- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
- K. Single parents, including pregnant women
- L. Long-term unemployed individuals
- M. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment B.

Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services;
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

Funding of Services and Operating Costs

All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services.

It is expressly understood that this MOU does not constitute a financial commitment, but rather intend to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.

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

Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

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

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

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

Signatures

Dated: June 23, 2016

BY: [Signature]
Pat Gordon, Chair

Workforce Development Board of Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

Madera, CA 93638
(City, State, Zip Code)

Dated: June 21, 2016

BY: [Signature]
Victor Villar, Associate Superintendent

Madera Unified School District
(Name of WDB)

1902 Howard Road
(Address)

Madera, CA 93637
(City, State, Zip Code)

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and Madera Unified School District, Madera Adult School.

Dated: 6/23, 2016

By: [Signature]
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By
Dale E. Bacigalupi
Bacigalupi
upi

Digitally signed by: Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozanosmith.com C = US
Date: 2016.08.12 16:15:12 -08'00'

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

of Madera County and

Job Corps Northern California Outreach & Admissions

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____☐ Please respond with results of referral and any comments to referring agency contact above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature _____ Agency/Organization _____
discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

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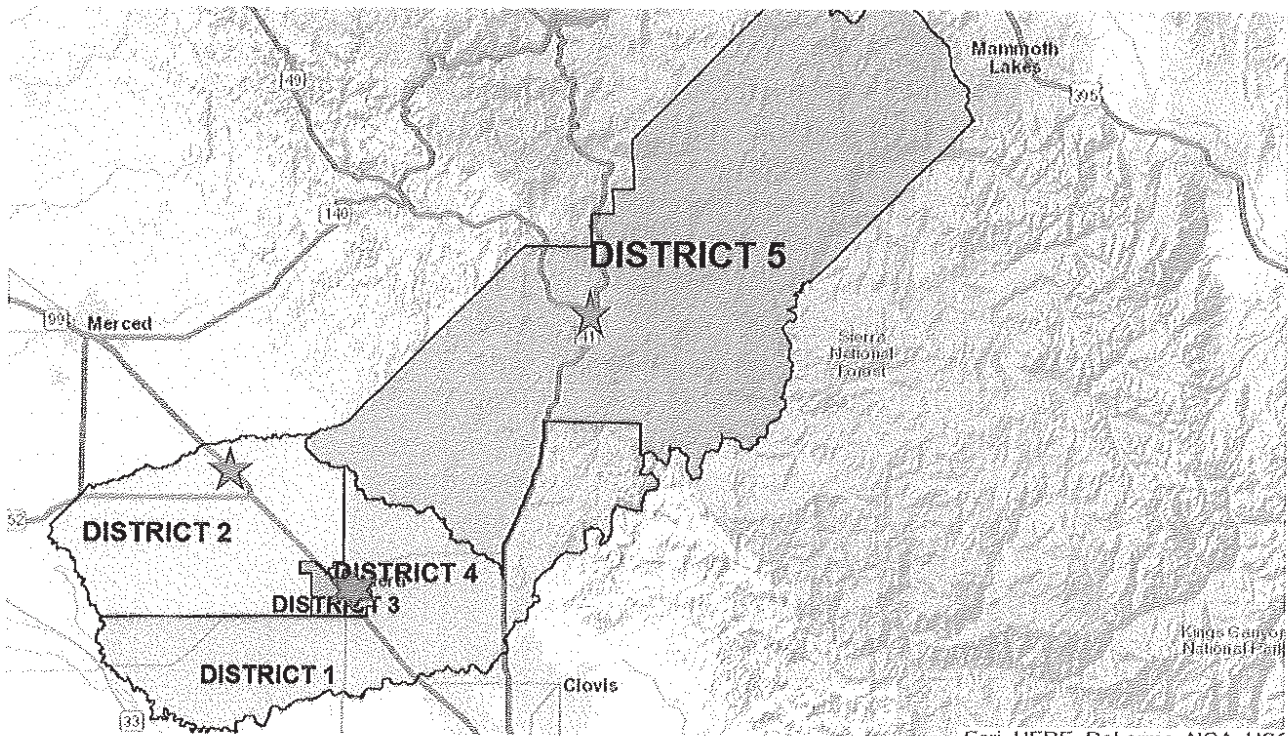
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MADERA COUNTY CONTRACT No. 10711-C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
STATE OF CALIFORNIA DEPARTMENT OF REHABILITATION
WIOA TITLE IV VOCATIONAL REHABILITATION**

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

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- State Unemployment Insurance Laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the DEPARTMENT OF REHABILITATION enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the DEPARTMENT OF REHABILITATION will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the Department of Rehabilitation, Rehabilitation Supervisor.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change;
5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure
 - a) Shared technology and information;
 - a) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

1. A statement of intent to continue all provisions of the MOU;
2. Revised effective and end dates; and
3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual

Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets.
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in

their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.

4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the-job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The Department of Rehabilitation will provide the following specific WIOA Title IV AJCC services:

- Career services, training services, support services, job placement services, and follow-up services for eligible individuals as allowable under WIOA Title IV, and other authorizing legislation or regulations;
- Participation in local/regional planning;
- Attendance at regular partner meetings and staff development training, as appropriate; and
- Staffing at AJCC locations in Madera County two days per week using a schedule established and agreed upon by the parties to this MOU.

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

The Madera County Workforce Assistance Center standard Referral Form and Referral Process are included as Attachment A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability
- E. Older individuals
- F. Homeless individuals
- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
- K. Single parents, including pregnant women
- L. Long-term unemployed individuals
- M. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment B.

Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services;
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

Funding of Services and Operating Costs

All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services.

It is expressly understood that this MOU does not constitute a financial commitment, but rather intend to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed

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

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

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

performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

Signatures

Dated: July 20, 2016

BY: [Signature]
Pat Gordon, Chair

Workforce Development Board of Madera County
Name of WDB

441 E. Yosemite Avenue
Address

Madera, CA 93638
City, State, Zip Code

Dated: 6-30, 2016

BY: [Signature]
Terry Nichols, Staff Services Manager I

Department of Rehabilitation
Name of Partner Agency

464 E. Yosemite Ave., Suite A
Address

Merced, CA 95340
City, State, Zip Code

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the State of California, Department of Rehabilitation.

Dated: 8/25, 2016

By: [Signature]
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By _____
Dale E. Bacigalupi
Digitally signed by Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozanosmith.com C = US
Date: 2016.08.12 16:21:54 -06'00'

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

of Madera County and

The Employment Development Department

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____☐ Please respond with results of referral and any comments to referring agency contact above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature _____ Agency/Organization _____
discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

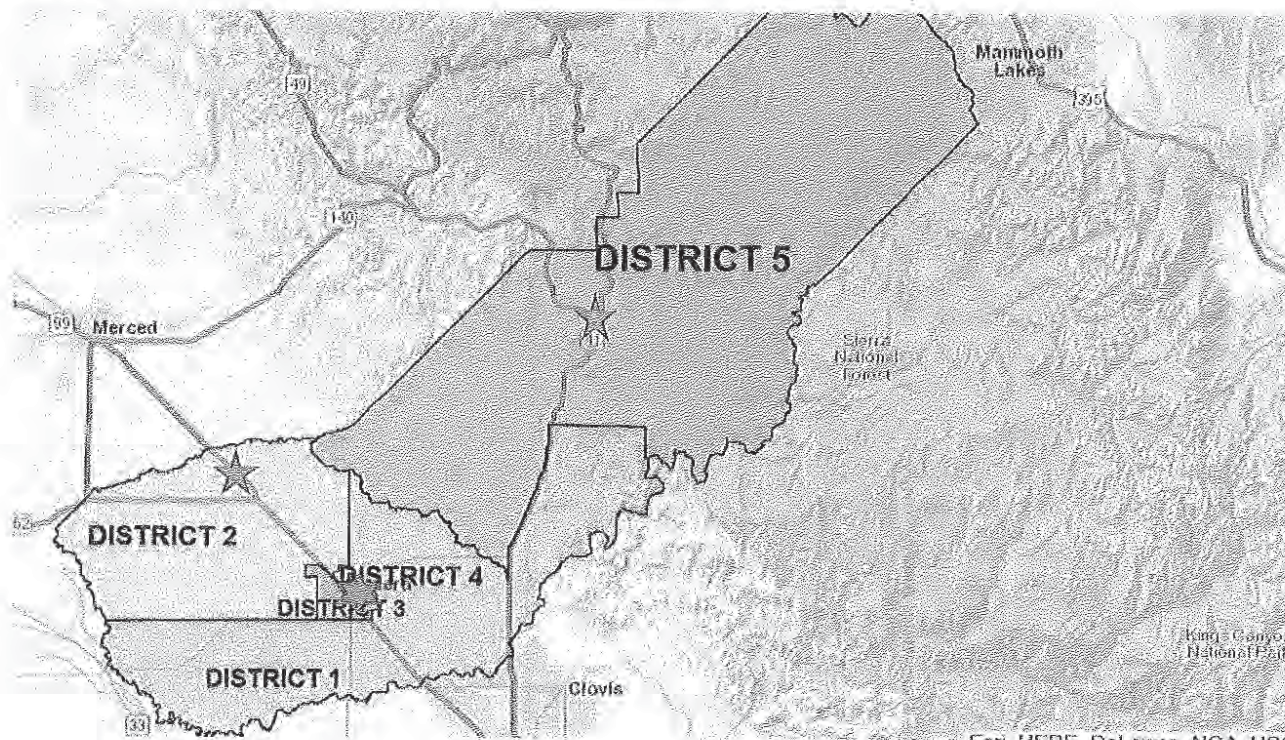
AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

MADERA COUNTY CONTRACT No.

10713-C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
STATE CENTER ADULT EDUCATION CONSORTIUM**

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Insurance Laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the State Center Adult Education Consortium (SCAEC) enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the SCAEC will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the SCAEC Executive Director.

SCAEC is a consortium, formed as a result of the passage of Assembly Bill 86, that represents, in part, Adult Education schools and Community Colleges that fall within the boundaries of the State Center Community College District.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change;
5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure;
 - a) Shared technology and information;
 - a) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

1. A statement of intent to continue all provisions of the MOU;
2. Revised effective and end dates; and
3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets.
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.

3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.
4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the-job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The State Center Adult Education Consortium will provide the following specific AJCC services:

- High School Equivalency preparation classes either by an agreed upon schedule or via referral from the AJCC;
- English as a Second Language (ESL) classes either by an agreed upon schedule or via referral from the AJCC; and/or
- Basic Computer Literacy classes either by an agreed upon schedule or via referral from the AJCC.

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and/or any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

The Madera County Workforce Assistance Center standard Referral Form and Referral Process are included as Attachment A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability
- E. Older individuals
- F. Homeless individuals
- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
- K. Single parents, including pregnant women
- L. Long-term unemployed individuals
- M. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment B.

Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services;
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

Funding of Services and Operating Costs

All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. It is expressly understood that this MOU does not constitute a financial commitment, but rather intend to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

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

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

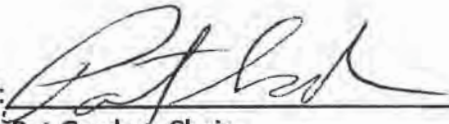
The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This may also include letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

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

Signatures

Dated: June 23, 2016

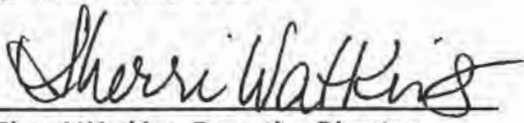
BY: 
Pat Gordon, Chair

Workforce Development Board of Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

Madera, CA 93638
(City, State, Zip Code)

Dated: June 20, 2016

BY: 
Sherri Watkins, Executive Director

State Center Adult Education Consortium
Name of Partner Agency

390 W. Fir Avenue, Bldg. A Suite 204
Address

Clovis, CA, 93611
City, State, Zip Code

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the State Center Adult Education Consortium.

Dated: 8/25, 2016

BY: 
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By _____

Dale E.
Bacigal
upi

Digitally signed by Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozanosmith.com C = US
Date: 2016.08.12 16:27:00 -08'00'

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

of Madera County and

State Center Adult Education Consortium

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____
_____☐ Please respond with results of referral and any comments to referring agency contact
above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature

Agency/Organization

discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

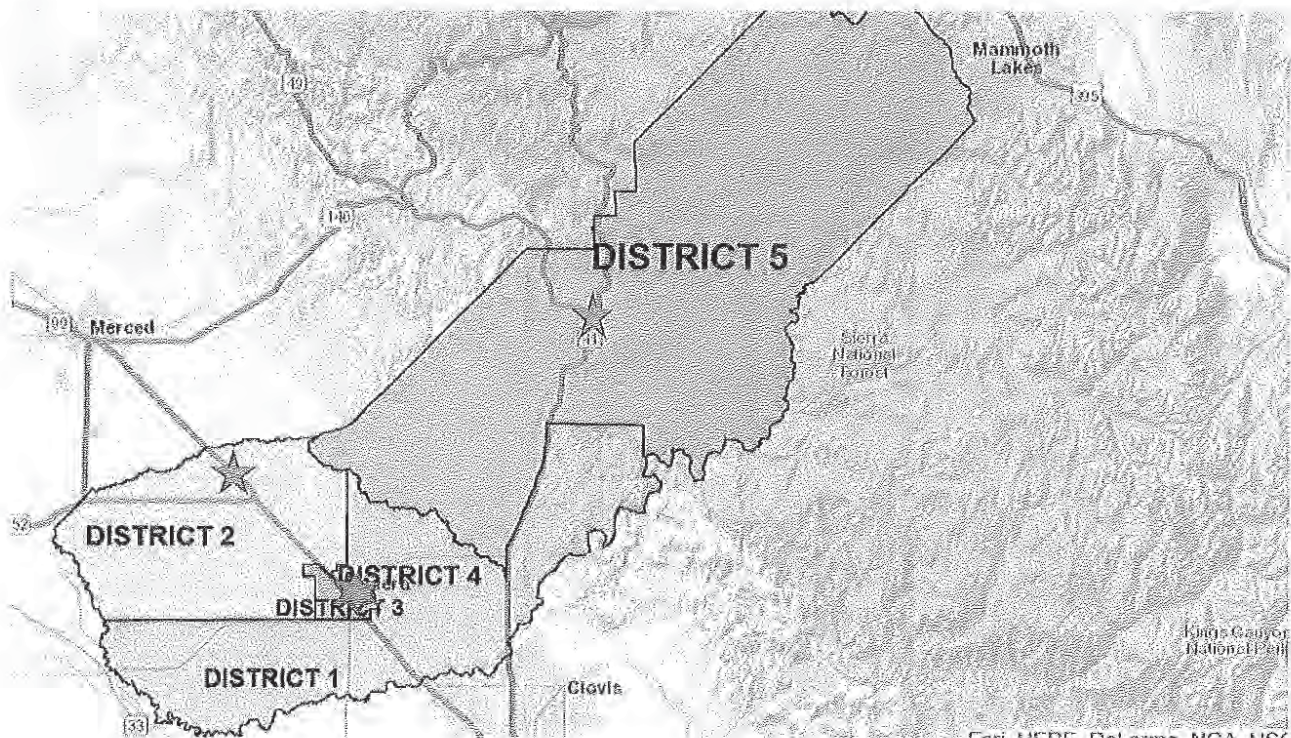
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
- AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals.
 - Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

MADERA COUNTY CONTRACT No. 10712-C-2016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
THE STATE CENTER COMMUNITY COLLEGE DISTRICT, MADERA COMMUNITY COLLEGE CENTER**

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Compensation laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the State Center Community College District, Madera Community College Center (SCCCD) enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the SCCCDC will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to the SCCCDC Vice Chancellor, Finance and Administration.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change;
5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure;
 - a) Shared technology and information;
 - a) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

1. A statement of intent to continue all provisions of the MOU;
2. Revised effective and end dates; and
3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual

Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets;
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in

their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.

4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to Wagner-Peyser services including job search, placement, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The SCCCD will provide the following specific AJCC services:

Training services that SCCCD may provide to person eligible for services in programs authorized under Title II (Adult Education and Literacy) of the Workforce Innovation and Opportunity Act, or under the Perkins Act of 2006 for Postsecondary Career and Technical Education, for who such services are necessary, appropriate and consistent with federal and state law include but are not limited to:

1. Occupational skills training;
2. Workplace training and cooperative education programs;
3. Skills up-grade and retraining;
4. Entrepreneurial training;
5. Job readiness training;
6. Academic advising and assessment testing;
7. Financial aid access and assistance, and services for students with disabilities or for students who are veterans;
8. Development of new apprenticeship opportunities;
9. Support Madera Unified School District/Madera Adult School through the SCCCD Adult Education Consortium.

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree to jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

ATTACH COPY OF AGREED UPON REFERRAL FORM AND PROCESS AS ATTACHMENT A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability
- E. Older individuals
- F. Homeless individuals

- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
- K. Single parents, including pregnant women
- L. Long-term unemployed individuals
- M. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment B.

Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

Funding of Services and Operating Costs

All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services.

It is expressly understood that this MOU does not constitute a financial commitment, but rather the intent to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

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

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend, and hold harmless all other parties identified in this MOU

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

Signatures

Dated: July 20, 2016

BY: [Signature]
Pat Gordon, Chair

Workforce Development Board of Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

Madera, CA 93638
(City, State, Zip Code)

Dated: 6/28/16, 2016

BY: [Signature]
Edwin Eng, Vice Chancellor, Finance and
Administration

State Center Community College District, Madera
Community College Center

(Name of Partner Agency)

30277 Avenue 12
(Address)

Madera, CA 93638
(City, State, Zip Code)

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the SCCC.

Dated: 8/25, 2016

By: [Signature]
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By _____
Dale E. Bacigalupi
Digitally signed by Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozanosmith.com C = US
Date: 2016.08.12 16:24:27 -06'00'

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

_____ of Madera County and

_____ Central Valley Opportunity Center, Inc. (CVOC)

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____☐ Please respond with results of referral and any comments to referring agency contact above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature _____ Agency/Organization _____
discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

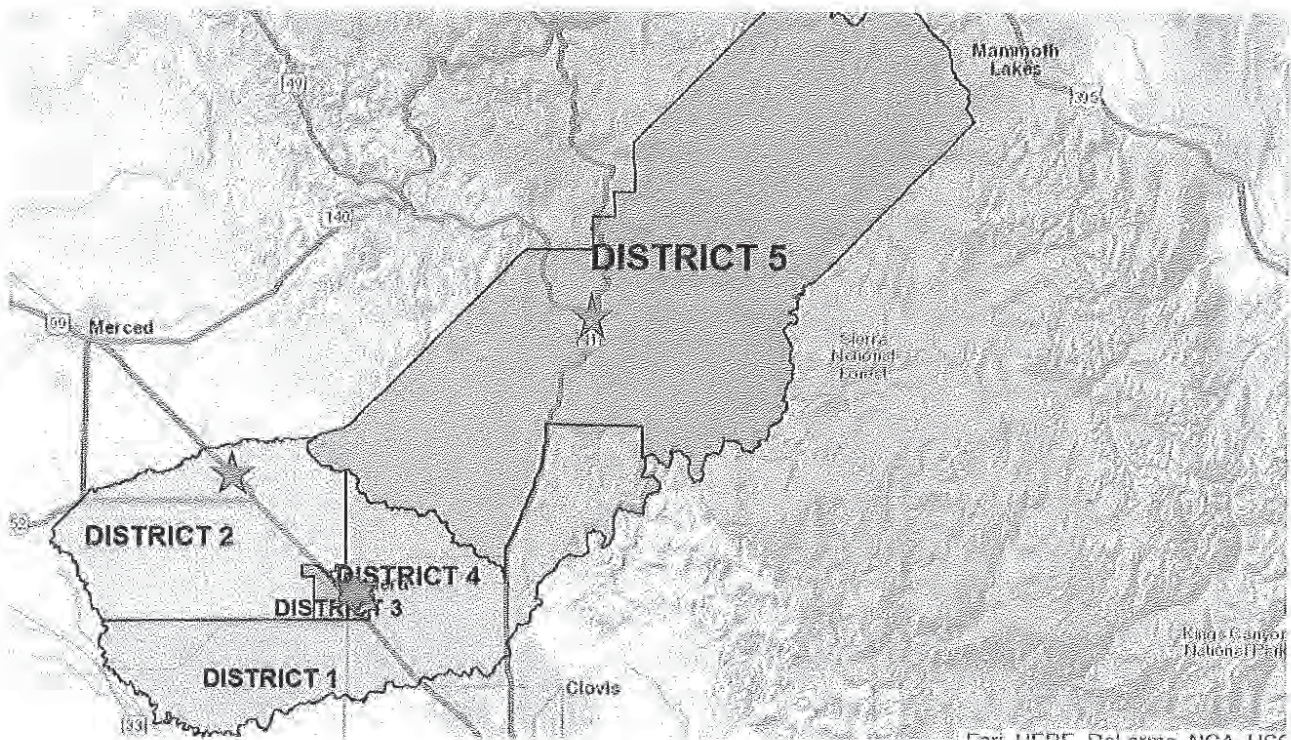
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
- AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals.
 - Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

MADERA COUNTY CONTRACT No. 10710-C-0016

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
AND
SER, JOBS FOR PROGRESS, INC.**

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board, with the agreement of the Chief Local Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the local Workforce Development Board and the required America's Job Center of California (AJCC) partners relating to the operation of the AJCC delivery system in the local area.

The WIOA specifies that the required AJCC partners include employment and training services and programs authorized by:

- Adult, Dislocated Worker and Youth, WIOA Title I
- Wagner-Peyser Act, WIOA Title III
- Adult Education and Literacy, WIOA Title II
- Vocational Rehabilitation, WIOA Title IV
- Indian and Native American Programs, WIOA Section 166
- Migrant and Seasonal Farmworker Programs, WIOA Section 167
- Temporary Assistance for Needy Families/CalWORKS, 42 USC Section 601
- Older Americans Act of 1965, Title V
- Postsecondary Career and Technical Education, Perkins Act of 2006
- Trade Act of 1974, Title II
- Veterans' Employment and Training Service, 38 USC Chapter 41
- Community Services Block Grant Act
- Department of Housing and Urban Development
- State Unemployment Insurance Laws
- Job Corps

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve the policy objectives established by the California Workforce Development Board's State Strategic Plan by:

- Fostering demand-driven skill attainment;
- Enabling upward mobility, especially for those with barriers to employment; and
- Aligning, coordinating and integrating programs and services.

Vision and Mission of the Workforce Development Board of Madera County

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success, while insuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

Purpose of Memorandum of Understanding (MOU)

- I. To define and reinforce (or establish) relationship between the Workforce Development Board of Madera County (WDB) and the designated Partner Agency;
- II. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
 - Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - Customer Centered (providing the means for customers to judge the quality of services and make informed choices based on their individual needs); and
 - Performance Based (based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

Parties to the MOU

As a required AJCC partner in accordance with the Workforce Innovation and Opportunity Act, the SER-Jobs for Progress, Inc. enters into a Memorandum of Understanding (MOU) with the Workforce Development Board of Madera County (WDB) regarding the manner in which the SER-Jobs for Progress, Inc. will participate in and provide access to its services through the AJCC system of service delivery. Any questions about this MOU should be directed to Rebecca Mendibles, CEO.

Responsibilities of AJCC Partners

The AJCC Partner agrees to participate in joint planning, plan development, and other system activities to accomplish the following:

1. Continuous partnership building between all parties to this agreement;
2. Continuous planning responsive to State and Federal requirements;
3. Responsiveness to specific local and economic conditions including employer needs;
4. Adherence to common data collection and reporting requirements, including needs for modification or change;
5. Diligence in developing coordinated local leadership in workforce development through;
 - a) Responsiveness to customer needs;
 - b) Maintenance to system infrastructure;
 - c) Shared technology and information;
 - d) Performance management to measure the success of the AJCC system overall and to enhance performance in a spirit of quality management and continuous improvement;
6. Making the applicable service(s) relevant to the partner program available to customers through the AJCC;
7. Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
8. Participation in capacity building and staff development activities to insure that all partners and staff are adequately cross-trained.

Effective Dates

This MOU shall become effective on July 1, 2016 and shall continue for three years, through June 30, 2019, unless terminated sooner by one of the parties. The MOU will be reviewed not less than once every three years to identify and incorporate any substantial changes that may have occurred.

This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and until approved by the Chief Local Elected Official. The MOU, once signed, becomes a part of the local WIOA Plan.

Revisions and Modifications

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

Each party reserves the right to modify the scope, structure, and content of this MOU based on legislative changes, local WDB policies, availability of funding, or other circumstances as warranted and agreed upon by the WDB and the partner agency.

Extensions

This MOU may be extended by written agreement between the parties, provided such agreement is signed by both parties prior to the termination date of this agreement, and contains the following:

1. A statement of intent to continue all provisions of the MOU;
2. Revised effective and end dates; and
3. Dated signatures of both parties.

Terminations

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty (30) day written notice of intent to terminate to the other party.

Non-Discrimination and Equal Opportunity

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender or gender identity, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical conditions, age (over 40), sexual orientation, or marital status. Nor shall any partner or the WDB, including the AJCC Operator, deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners and the WDB, including the AJCC Operator, shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

The WDB, including the AJCC Operator and other partners to the AJCC system, will ensure that policies and procedures established by the WDB, including the AJCC Operator, and programs and services provided by and through the AJCC are in compliance with the Americans with Disabilities Act of 1990 (ADA) and its amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

All parties agree to universal access as an AJCC provision. Policies adopted locally for ensuring access for all customers include those with special needs; those with literacy deficits, physical or learning disabilities; limited English speakers, in accordance with Dymally-Alatorre Bilingual

Services Act; Unemployment Insurance claimants; Veterans, Migrant and Seasonal Farmworkers; and others with economic or geographical barriers to service or employment.

Grievances and Complaints Procedure

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

Americans with Disabilities Act and Amendments Compliance

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

AJCC System Services

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets.
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and Notice of Proposed Rule-Making section 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in

their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assisting individuals to secure a better paying job, career development and further education. Agency staff is required to contact the participant and determine a participant's employment and educational status after exiting all WIOA programs at least once per calendar quarter for one year.

4. Access to training services (WIOA Section 134 (c)(3)(D) and Notice of Proposed Rule-Making section 680.200) which may include, but are not limited to, occupational skills training, on-the-job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to AJCC Programs and activities.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit information, job and hiring fairs, and small business development assistance.

The SER-Jobs for Progress, Inc. will provide the following specific AJCC services:

Senior Community Service Employment Program (SCSEP): Outreach, Orientation, Intake, Initial Assessment, Labor Market Information, Supportive Services, Employment & Training, and Referral to AJCC Partners.

Location of AJCC Sites

The WDB will establish a minimum of one physical location within the local workforce area in which all AJCC Partners will provide access to the services provided under the WIOA. The parties agree that such AJCC shall be located at 441 E. Yosemite Avenue, Madera, CA 93638. The partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by the partner organization. This location may be changed by the WDB during the term of this MOU, upon reasonable advance notice of at least thirty (30) days of such change to the partner organization.

Methods of Referral

Parties to this MOU agree jointly develop and mutually implement referral processes acceptable to all AJCC partners. Parties agree to cross-train staff on the services of each partner agency to facilitate effective and informed referrals between and among the partner organizations. Partners will adopt a common referral form and will agree to the format and modality to be used for referrals to their respective agencies. Partners agree to refer

individuals to other AJCC partner agencies, when such individuals may benefit from the partner agency's services.

The referral process will:

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

The Madera County Workforce Assistance Center standard Referral Form and Referral Process are included as Attachment A.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means an individual who is a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Native Americans, including Alaska Natives and Native Hawaiians
- D. Individuals with a disability
- E. Older individuals
- F. Homeless individuals
- G. Youth who are in or who have aged out of the foster care system
- H. Individuals who are English language learners, who have low levels of literacy, and/or who are facing substantial cultural barriers
- I. Eligible migrant and seasonal farmworkers
- J. Individuals within two years of exhausting lifetime eligibility for TANF
- K. Single parents, including pregnant women
- L. Long-term unemployed individuals
- M. Such other groups as the Governor may determine to have barriers to employment.

Each party to the MOU assures that its policies, programs, procedures, and services are in compliance with the ADA of 1990 and its amendments, which prohibits discrimination on the basis of disability, in order to provide equal access to all customers with disabilities.

Each party is committed to offering priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA Adult funds.

A system map identifying the location of the comprehensive and affiliate AJCC sites within the local area is included as Attachment B.

Shared Technology and System Security

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

- Comply with the applicable provisions of the WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements;
- The principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of AJCC customers or partners (e.g. applications, eligibility, and referral records, or any other individual records related to services provided under this MOU) in the strictest of confidence, and use them solely for purposes directly related to such services;
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

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All relevant parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services.

It is expressly understood that this MOU does not constitute a financial commitment, but rather intend to commit specific resources in the future as the partner's allocations and budgets are known and the AJCC system evolves.

The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan. These cost sharing agreements will be formalized no later than December 31, 2017.

Confidentiality

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

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Administrative and Operational Management

License for Use:

During the term of this MOU, all partners to this MOU shall have a license to use space in the AJCC for the sole purpose of conducting acceptable AJCC services as outlined herein, or according to the terms of any separately negotiated cost sharing agreements.

Supervision/Day to Day Operations:

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

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

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

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

Dispute Resolution:

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

Press Releases and Communications:

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

The parties agree to utilize the AJCC logo developed by the State of California and the local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence, and fax transmittals.

Hold Harmless/Indemnification/Liability:

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

Signatures

Dated: June 23, 2016

BY: [Signature]
Pat Gordon, Chair

Workforce Development Board of Madera County
(Name of WDB)

441 E. Yosemite Avenue
(Address)

Madera, CA 93638
(City, State, Zip Code)

Dated: 6-21-16, 2016

BY: [Signature]
Rebecca Mendibles, President/CEO

SER, Jobs for Progress, Inc.
Name of Partner Agency

255 N. Fulton Street, #106
Address

Fresno, CA 93701
City, State, Zip Code

I, Rick Farinelli, Chair, Madera County Board of Supervisors, hereby agree to the forgoing Memorandum of Understanding between the Workforce Development Board of Madera County and the SER, Jobs for Progress, Inc.

Dated: 8/25, 2016

By: [Signature]
Rick Farinelli, Chairman
Madera County Board of Supervisors



Approved as to Legal Form:
COUNTY COUNSEL

By _____
Dale E. Bacigalupi
Bacigalupi
Digitally signed by: Dale E. Bacigalupi
DN: CN = Dale E. Bacigalupi email =
dbacigalupi@lozanosmith.com C = US
Date: 2016.08.12 16:18:26 -08'00'

ACCOUNT NUMBERS:

CONTRACTING PARTIES:

The Workforce Development Board

_____ of Madera County and

_____ The Housing Authority of the City of Madera

TITLE OF CONTRACT:

Memorandum of Understanding

MADERA COUNTY WORKFORCE ASSISTANCE CENTER CUSTOMER REFERRAL

REFERRAL TO:

Agency Name: _____ Address: _____

Appointment Date: _____ Appointment Time: _____

Agency Staff: _____ Phone #: _____

REFERRAL FROM:

Agency Name: _____ Referral Date: _____

Agency Staff: _____ Phone #: _____

Comments: _____

CUSTOMER INFORMATION:

Name: _____ Last 4 of SSN: _____

Phone#: _____ Email: _____

☐ Referral Reason: _____
_____☐ Please respond with results of referral and any comments to referring agency contact
above: _____

AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to

Customer Signature _____ Agency/Organization _____
discuss and/or release information to assist with my employment/training opportunities.

441 E. Yosemite Ave • Madera, CA 93638 • (559) 662-4500 • TTY (559) 674-7497 • FAX (559) 673-1794

40325 Hwy 41 • Oakhurst, CA 93644 • (559) 683-6263 • FAX (559) 641-6546

405 Trinity Ave • Chowchilla, CA 93610 • (559) 201-5000

We are an equal opportunity employer/program; therefore auxiliary aids and services are available upon request to individuals
with disabilities. Please call our office to make arrangements.

MADERA COUNTY WORKFORCE ASSISTANCE CENTER

PARTNER REFERRAL PROCESS

The Partner organizations in the AJCC system in Madera County agree to use the process outlined below when referring customers between partner and other community agencies in the local AJCC system.

AJCC partners agree to use, to the extent allowable and practical, the standard Madera County Workforce Assistance Center referral form. If organizational systems, regulations, or requirements mandate the use of another form for referrals, the partner agrees that the format used will have substantially the same information as the standard referral form. A copy or description of other referral forms used by any AJCC partner organizations will be provided for dissemination to all AJCC system partners.

Referrals between AJCC partners and other community organizations may be made by email, fax, standard mail, interoffice mail, or may be hand-carried by the individual being referred. The method used to deliver referral forms will be based on each organization's regulatory, confidentiality, and procedural requirements. All AJCC partners will specify the method or methods they will use when making referrals, so that all AJCC partners are familiar with the referral method(s) used by each partner organization.

AJCC partners will provide contact information for their designated contact person(s) for the receipt of referrals. Partners agree to send referrals to the appropriate contact person(s) at each partner organization, using the delivery method required or preferred by that partner. Partners will communicate with the designated contact person(s) to follow up on referral results or if other information is needed regarding the referral.

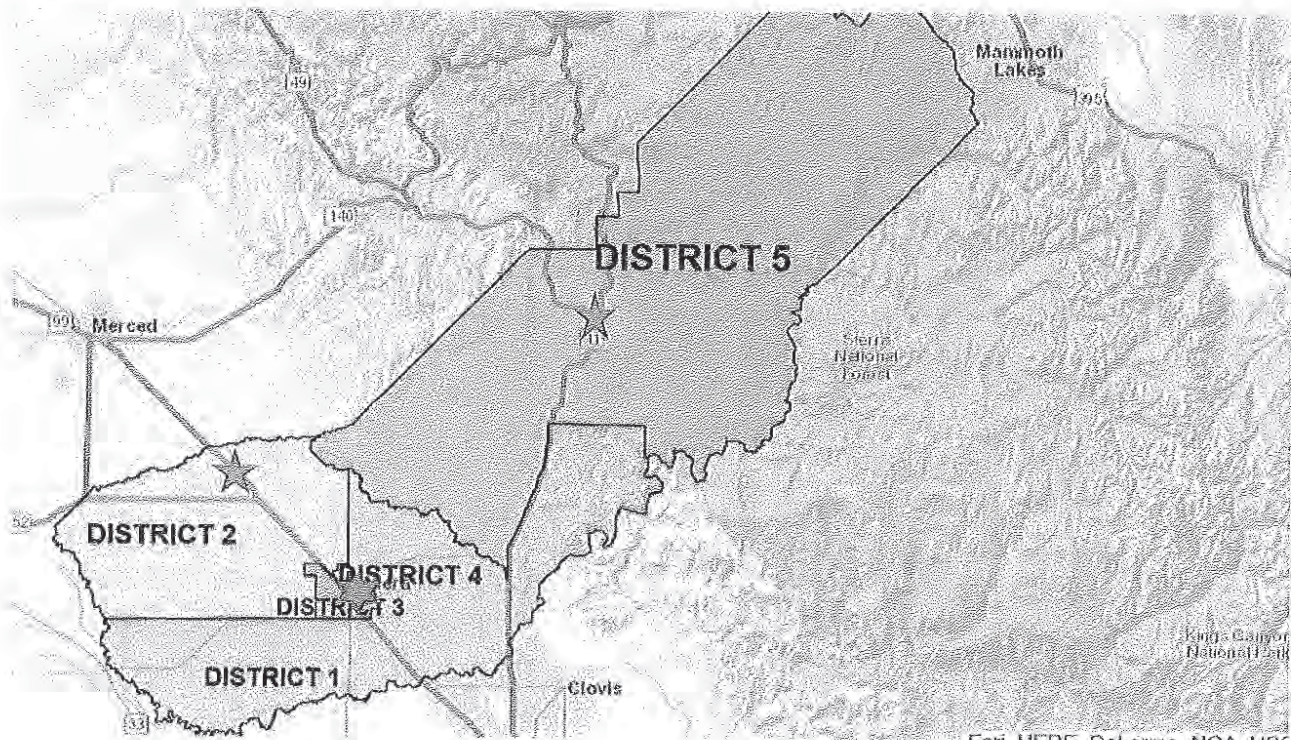
AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals. Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

Referrals

- Standard AJCC Referral Form approved by all AJCC system partners will be used.
- If AJCC partner needs use a form other than the Standard AJCC Referral Form, copies of the referral form will be provided for dissemination to all AJCC system partners. The referral form will contain the same basic information as is included on the Standard AJCC Referral Form.

- Each partner will determine the method they will use when making referrals so all partners are familiar with the referral method(s) used by each agency. Referrals may be made via email, fax, standard mail, interoffice mail, or hand-carried by customer.
 - More than one method of referral delivery may be used.
 - Delivery method will be determined by each agency organization's regulatory, confidentiality and procedural requirements.
- All AJCC partners will provide contact information for their designated staff who will be designated to receive the referrals.
- AJCC partners will, in accordance with the applicable regulations, laws, or other program requirements, track referrals sent and received, as well as the outcomes associated with those referrals.
 - Referral information such as number referred or received, number accessing specific services, number of no shows, or number returned to referring agency, will be tracked by each partner to the extent allowable or practical, and such information will be shared upon request with other AJCC partners, as allowable and with the AJCC Operator.

MADERA COUNTY LOCAL WORKFORCE AREA AJCC SYSTEM MAP



- ★ - Madera County Workforce Assistance Center – Comprehensive AJCC
441 East Yosemite Ave., Madera, CA 93637
- ★ - Madera County Workforce Assistance Center – Chowchilla Satellite
405 Trinity Ave., Chowchilla, CA 93610
- ★ - Madera County Workforce Assistance Center – Oakhurst Satellite
40325 Highway 41, Oakhurst, CA 93644

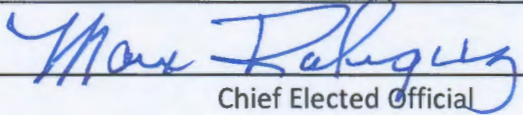
STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING
 [WIOA Sections 107(d)(12)(B)(i)]

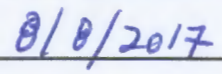
Workforce Development Board of Madera County

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	Madera County	Max Rodriguez Chairman of the Board Board of Supervisors	200 West 4 th Street Madera, CA 93637	P: 559-662-6040 F: 559-673-3302 maxr@madera-county.com
Fiscal Agent	Madera County Workforce Investment Corporation	Jessica Roche Fiscal Manager	2037 W. Cleveland Avenue Madera, CA 93637	P: 559-662-4530 F: 559-673-1794 jroche@maderaworkforce.org
Local Area Administrator	Workforce Development Board of Madera County	Elaine M. Craig Executive Director	2037 W. Cleveland Avenue Madera, CA 93637	P: 559-662-4589 F: 559-673-1794 ecraig@maderaworkforce.org
Local Area Administrator Alternate	Madera County Workforce Investment Corporation	Tracie Scott-Contreras Manager	2037 W. Cleveland Avenue Madera, CA 93637	P: 559-662-4587 F: 559-673-1794 Tscott-contreras@maderaworkforce.org

Signature: _____


 Chief Elected Official


 Date

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

Workforce Development Board of Madera County

By-Laws

Article I: Organization

Section 1.01: Name. The name of this organization shall be the Workforce Development Board of Madera County. (Hereinafter referred to as the WDB.)

Section 1.02: Principal Office. The principal office for the transaction of business is located at 441 E. Yosemite Avenue, Madera, CA 93638. This Board may also have offices at such other places as Directors may determine.

Section 1.03: Authority. The Workforce Development Board of Madera County (WDB), is established in accordance with Title 1, Subtitle A, Chapter 2, Section 107 of the Federal Workforce Innovation and Opportunity Act (Public Law 113-128, July 2014), and in accordance with Division 7 of the California Unemployment Insurance Code (CUIC), and in accordance with any and all associated enabling legislation, regulations, and/or executive orders.

Article II: Purpose

Section 2.01: Purpose. The WDB shall be organized to serve as the Local WDB as established by Title I, Subtitle A, Chapter 2, Section 107 of the Workforce Innovation and Opportunity Act (WIOA) and shall function in accordance with the provisions of the Act and any and all associated enabling legislation, regulations, and/or executive orders, to carry out the primary purposes of the WDB which are as follows (Title 20 Code of Federal Regulations, Part 679, Subpart C, Section 679.300):

- a) Serve as a strategic leader and convener of local workforce development system stakeholders to develop policies and investments that support workforce system strategies to support local and regional economies, including the development of effective approaches such as local and regional sector partnerships and career pathways and high quality, customer centered service delivery approaches.
- b) Provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high-quality workforce development system in the local area and larger planning region.

By-Laws

- c) Assist in the achievement of the State's strategic and operational Vision and goals as outlined in the Unified or Combined State Plan.
- d) Maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of the services provided.

Article III: Responsibilities

Section 3.01: Responsibilities. As a partner with Madera County Board of Supervisors in the implementation of the workforce development system in Madera County, the WDB shall assume the following responsibilities:

- a)
 - a) Enter into an agreement with the Madera County Board of Supervisors establishing the respective roles and responsibilities of the Board and the Local WDB, for implementation of the WIOA at the local level.
- b) Develop and submit, in conjunction with the Madera County Board of Supervisors, the 4-year local plan for the local workforce development area, as required by Section 108 of the WIOA and collaborate with other local areas in the planning region designated by the State of California to submit the local plan as part of the regional plan (20 CFR 679.370(b)).
- c) Conduct workforce research and regional labor market analysis, including:
 - Analyses and regular updates of economic conditions, needed knowledge and skills, workforce and workforce development activities including an analysis of the strengths and weaknesses of such services to address the identified education and skill needs of the workforce and the employment needs of employers;
 - Assistance to the Governor in developing the statewide workforce and labor market information system under the Wagner-Peyser Act for the region; and
 - Other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions (20 CFR 679.370(c)).
- d) Convene, through the local board and standing committees, workforce development system stakeholders to assist in the development of the local plan under Section 108 of the WIOA and in

By-Laws

identifying non-Federal expertise and resources to leverage support for workforce development activities (20 CFR 679.370(d)).

- e) Lead efforts to engage with a diverse range of employers and other entities in the region to promote business representation on the local board, develop effective linkages with employers to support employer utilization and support of the local workforce development system and activities, and ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination and collaboration among employers, economic development and services providers (20 CFR 679.370(e)) .
- f) Lead efforts, in collaboration with secondary and post-secondary education program representatives, to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services needed by adult and youth, particularly those with barriers to employment (20 CFR 679.370(f)).
- g) Identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and job seekers, and identify and disseminate information about such practices used in other areas for meeting such needs (20 CFR 679.370(g)).
- h) Use technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and job seekers by facilitating connections among the information systems of the one-stop partners, facilitating access to services including in rural areas, identifying strategies for better meeting the needs of individuals with barriers to employment, and leveraging resources and capacity within the local system (20 CFR 679.370(h)).
- i) Conduct oversight of Adult, Dislocated Worker, and Youth services and of the entire one-stop delivery system in the local area (20 CFR 679.370(i)(1)).
- j) Ensure the appropriate use and management of the funds provided under WIOA Subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area, and ensure that these investments maximize the performance outcomes under WIOA Section 108 (20 CFR 679.370(i)(2-3)).
- k) Negotiate and reach agreement on local performance measures with the chief local elected official and the Governor (20 CFR 679.370(j)).

By-Laws

- l) Select providers for youth services, training services, career services, and the one-stop operator; terminate such providers in accordance with 2 CFR 200, if appropriate (20 CFR 679.370(l)).
- m) Work with the State in accordance with WIOA Section 107(d)(10)(E) to ensure that there are sufficient numbers and types of providers of career and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities (20 CFR 679.370(m)).
- n) Coordinate activities with education and training providers in the local area, including reviewing applications to provide adult education and literacy activities under Title II to determine whether such applications are consistent with the local plan, making recommendations to the eligible agency to promote alignment with such plan, and replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals (20 CFR 679.370(n)).
- o) Develop a budget for the activities of the Local Board, with the approval of the chief elected official and consistent with the local plan and the duties of the Local Board (20 CFR 679.370(o)).
- p) Assess, on an annual basis, the physical and programmatic accessibility of all one-stop centers in the local area in accordance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 (20 CFR 679.370(p)).
- q) Certify one-stop centers in the local area in accordance with 20 CFR 678.800 (20 CFR 679.370(q)).

Article V: Directors

Section 5.01: Directors. The representatives of this body shall be known as Directors and shall serve collectively as the WDB.

Article VI: Board of Directors

Section 6.01: Powers. The business and affairs shall be managed by the WDB, which may exercise all powers and do all such lawful acts as are not prohibited by statute, 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:

By-Laws

- a) *Duties Imposed by Law, or By-Laws.* Perform any and all duties imposed on them collectively or individually by law, or by these By-Laws.
- b) *Oversight:* Provide oversight of the Executive Director, WDB to ensure that the responsibilities 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 the WDB.

- a) *Number of Board of Directors:* The WDB shall be comprised of members as required by current enabling legislation.
- b) *Qualifications.* Qualifications for Directors shall be determined in accordance with the provisions of Title I, Chapter 2, Section 107(b) of the WIOA. All Directors on the Local WDB shall be active in their job or profession at the time of appointment or reappointment.

Section 6.04: Appointment. The governing board shall be appointed by the Madera County Board of Supervisors. All newly appointed Directors shall attend a mandatory Orientation with the Executive Director which will be scheduled at a mutually agreed upon time following appointment.

Section 6.05: Term of Appointment. The term of Directors shall be for three years.

The exception to term appointments shall be the Madera County Board of Supervisor Member.

If a Director is appointed to fill a vacancy created by a Director leaving the WDB prior to the normal expiration of his or her term, the term of such successor Director shall be three years from the date of appointment.

There shall be no limitation on the number of terms any individual may serve on the WDB.

Section 6.06: Vacancies. Vacancies on the WDB 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 Local WDB;
- c) A Director dies;

By-Laws

- d) A Director is removed for cause in accordance with the Local WDB, By-Laws; or
- e) A new, duly-approved membership slot is established.

The procedure for filling vacancies on the WDB shall be as follows:

- a) *Directors Representing Business.* The WDB shall solicit nominations from chambers of commerce and other general-purpose business organizations for vacancies occurring among the positions on the WDB representing private business. All qualified nominations shall be submitted by the Local WDB to the Board of Supervisors, which shall make appointments to the WDB in accordance with the terms and conditions set forth in these By-Laws.
- b) *Other Directors.* The WDB shall solicit nominations from public and private educational organizations, organized labor, rehabilitation agencies, community-based organizations, economic development agencies as appropriate for vacancies occurring among the positions on the WDB representing these constituencies. All qualified nominations shall be submitted by the Local WDB, to the Board of Supervisors, which shall make appointments to the WDB in accordance with the terms and conditions set forth in these By-Laws.
- c) *Process.* All nominations and reappointments will be reviewed by the Executive Committee or the WDB for compliance with the By-Laws, and WIOA prior to submission to the Board of Supervisors for appointment.

Section 6.07: Termination. A Director's appointment may be terminated by resignation, death, legal incapacity or removal due to conduct detrimental to the interest of the WDB or failure to attend seventy-five percent (75%) of the regularly scheduled meetings.

Section 6.08: Removal of Directors. Any Director may be removed from the WDB when the WDB 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) sent to the Director in question by certified mail.

By-Laws

- b) The Director in question shall be given reasonable opportunity to speak before the WDB; 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 WDB.

Section 6.09: Compensation. Directors shall serve without compensation.

Section 6.10: Non-liability of Directors Members. The Directors shall not be personally liable for the debts, liabilities, or other obligations incurred while performing their duties.

Article VII: Officers

Section 7.01: Officers. The officers shall consist of a Chairperson, Vice-Chairperson, and such other officers as the Board may appoint. The Chairperson and Vice Chairperson shall be from the private sector business category.

Section 7.02: Selection Process and Term of Office. The positions of Chairperson and Vice Chairperson will be for the term of two years and will be elected at the meeting held in the last quarter of the fiscal/program year. If for any reason the full two year term cannot be served, an election will be held.

Section 7.03: 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 designee. Such resignation shall be effective as indicated in the Director's letter of resignation and upon acceptance by the WDB.

Section 7.04: Vacancy. A vacancy in any office shall be filled in a timely manner following such vacancy.

Section 7.05: Duties of the Chairperson. The Chairperson of the WDB shall be the Executive Officer who shall preside at all meetings of the WDB, and shall see that all of the orders and resolutions of the WDB are carried into effect. The Chairperson may participate as an ex-officio member of all committees. The Chairperson shall have any other powers and duties as may be prescribed from time to time by the WDB.

Section 7.06: Duties of the Vice-Chairperson. The Vice-Chairperson of the WDB shall perform the duties and exercise the powers of the Chairperson in the absence of the Chairperson. The Vice-Chairperson shall also have any other powers and duties as the WDB shall prescribe.

By-Laws

Article VIII: Committees

Section 8.01: Committees. The WDB may designate committees as may be determined necessary to conduct the business and affairs of the WDB. Standing committees will be the Executive Committee. The WDB may designate Ad Hoc Committees as may be determined necessary to conduct the business and affairs of the WDB. Membership of such committees may, unless otherwise prescribed in these By-Laws, be comprised of Directors and any other individuals the WDB may appoint.

Section 8.02: Executive Committee. The Executive Committee shall consist of the WDB Chairperson, WDB Vice-Chairperson, immediate past WDB Chairperson, when possible, Director of DSS, Board of Supervisor Member, and at least one additional private sector member.

The Executive Committee may meet at stated times or upon notice to all of its members. The WDB has delegated to this Committee the authority to exercise all powers of the WDB, excepting the power to amend these By-Laws, while the WDB is not in session. All business transacted by such Committee must be submitted to and ratified by the WDB at its next regular meeting or at a special meeting called for that purpose. Vacancies on the Executive Committee shall be filled by the WDB at a regular meeting or at a special meeting called for that purpose.

Article IX: Meetings of the Board

Section 9.01: Place. The meetings of the Board shall be held at 441 E. Yosemite Avenue, Madera or at such other place or places within the County of Madera as may be designated from time to time by the WDB and/or the Chairperson of the Board.

Section 9.02: Regular Meetings. Regular meetings of the Board shall be held no less than once per quarter.

Section 9.03: Annual Meeting. At the Board's discretion, an annual meeting retreat may be held to review goals and objectives, policies, By-Laws and any other items deemed appropriate and necessary.

Section 9.04: Special or Emergency Meetings. Special or emergency meetings of the Board may be called at any time by the Chairperson or Executive Committee or upon written request by a majority of the Directors.

Section 9.05: Committee Meetings. All Board members shall receive notice of committee meetings and may attend and participate in all committee meetings.

By-Laws

Section 9.06: Notice of Meetings. Written or printed notice of the time and place of each meeting of the WDB shall be given to each member of the Board, and to each person or organization which has requested in writing notice of such meeting.

Section 9.07: 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 9.08: Quorum. A quorum shall consist of a majority of the filled positions of the duly appointed Directors. Transactions of any meeting of the WDB, however called and noticed and when held, shall be valid if a quorum is present. In the event of a lack of quorum of the WDB Members, a meeting of the Executive Committee can be called if there is a quorum of the Executive Committee present. This will be properly noticed on the WDB Agenda.

Section 9.09: 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 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.

Section 9.10: Conduct of Meetings.

- a) Meetings of the WDB 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.
- b) 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, or with the law.
- c) All meetings shall be open to the public and conducted in conformance with California Government Code 54950 et seq. commonly referred to as the "Ralph M. Brown Act".

By-Laws

A meeting, to be valid, must have a quorum present as per Section 9.08 of these By-Laws.

Article X: Fiscal Year

Section 10.01: Date of Fiscal Year. The fiscal year shall begin on the first day of July and end on the last day of June in each year.

Article XI: Execution of Instruments, Deposits and Funds

Section 11.01: Execution of Instruments. The WDB, except as otherwise provided in these By-Laws, may by resolution authorize any officer or agent to enter into any contract or execute and deliver any instrument in the name of and on behalf of the WDB, 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 WDB by any contract or agreement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

Article XII: WDB Records, Seal and Logo

Section 12.01: Minutes of Meeting. The WDB shall keep at its principal office, or at such other place as the WDB 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 12.02: Records Available to Assessors. On request of an assessor, the WDB 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 12.03: Inspection of Records by Directors. The 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. Such inspection may be made in person or by an agent or attorney, and the right of inspection includes the right to make copies. Demand of inspection other than at a meeting shall be made in writing and directed to the Chairperson. The WDB may charge a reasonable fee for making copies in accordance with the Freedom of Information Act. A log of such inspections shall be maintained and document the date, material inspected and copies made.

Section 12.04: Inspection of Records by the Public. The 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

By-Laws

reasonable time. Such inspection may be made in person or by agent or attorney, and the right of inspection includes the right to make copies. The WDB may charge a reasonable fee for making copies.

Article XV: Amendment of the By-Laws

Section 15.01: Amendment Procedures: These By-Laws may be amended or repealed and new By-Laws adopted, by the vote of two-thirds of the members present of the WDB. 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 directors of the WDB shall receive written notice, personally or by mail that one of the purposes of such meeting of the WDB is to consider a change in the By-Laws, with the text of the proposed amendment(s).

These By-Laws are hereby adopted as amended on this 17th day of December, 2015, and shall be effective upon approval by the Madera County Board of Supervisors.



Pat Gordon, WDB Chair

Local Workforce Development Board Bylaws

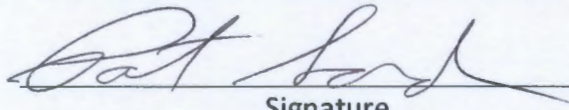
The Local Workforce Development Board is required to submit a copy of their Bylaws as an attachment to the local plan. Include the Bylaws under this cover page.

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

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

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

Local Workforce Development Board Chair

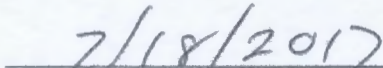

Signature

Pat Gordon

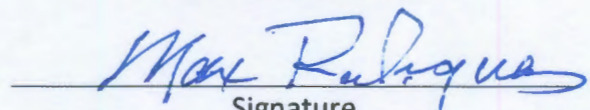
Name

Chair

Title


Date

Chief Elected Official

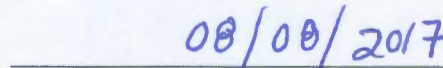

Signature

Max Rodriguez

Name

Chairman

Title


Date

Local Board Record of Comments

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

Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section:	Comment: NO COMMENTS RECEIVED
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response: