

● **DRIVING**
● ● **ECONOMIC**
● ● ● **SUCCESS**
● ● ● **WITH PURPOSE**



ADAM PECK

A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Adam's passion for local economic and workforce development related issues has fueled his involvement in the community. He currently serves as the Chair of the City of Visalia Planning Commission, and is the Immediate Past Chair of the California Workforce Association. He has served as the WIB's Executive Director for 9 years.

HERE AT THE WIB WE HAVE LONG BEEN DEMAND-DRIVEN, LOOKING AT INVESTING IN SKILLS THROUGH THE LENS OF THE NEEDS OF LOCAL INDUSTRY.

At the same time, we believe it is important to be *purpose-driven*. Wherever a local business has an opportunity to create a good-paying job yet can't find a qualified candidate, *we find our purpose*. Wherever a local worker has proven their reliability as an employee but lacks the skills for a good-paying job, *we find our purpose*. Wherever there is a need to connect the needs of industry to the resources of education, *we find our purpose*.

In the last year, we have found many opportunities to live out this purpose. The WIB embraced Human-Centered Design, a process that puts an intensive focus on listening to our customers, quickly prototyping solutions to meet their needs, and continually iterating solutions as we continue to learn. Because of our work in this area, our local design team was invited to the White House to discuss the potential for Human-Centered Design with Administration officials.

In our ongoing effort to use labor market data to spark conversations and inform decisions, we developed (with the help of private sector

partners) Industry Profiles for the Health Care and Manufacturing/Warehousing Industries that have been used to help students and job seekers understand the career pathway opportunities within those industries. We also produce a monthly Workforce Data Newsletter that provides insight and context to the monthly employment data released by the Employment Development Department.

This year will surely create new opportunities to act with purpose as we continue to work with local industry, educators, and economic development to invest in the skills that help workers, businesses, and our community prosper.

TULARE COUNTY'S PRIORITY SECTORS

We convene business and industry, economic development, education and workforce professionals to address these key industry clusters in our region.

AGRI-BUSINESS

GREEN ENERGY

HEALTH CARE

LOGISTICS

MANUFACTURING

HOW THE WORKFORCE INVESTMENT BOARD

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CULTIVATES A THRIVING ECONOMY

We Bring Money to the Region

We Convene Industry

We Identify Local Skills Gaps

We Broker Solutions

We Design, Fund, Deliver + Measure

MISSION

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

VISION

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

The **Workforce Innovation and Opportunity Act (WIOA)** was created to provide state and local areas the flexibility to collaborate across systems in an effort to better address the employment and skills needs of current employees, jobseekers, and employers.*

THERE ARE **FOUR TITLES** OF WIOA; EACH AUTHORIZING DIFFERENT PROGRAMS.

PARTNERSHIPS, PROGRAMS, AND COLLABORATION HELP LEAD TO **THREE CORE OUTCOMES.**

EDUCATION
CAREER OPPORTUNITIES
TRAINING



TITLE I

Helps adults, youth, and dislocated workers with career counseling, job search assistance, and job training.

WORKFORCE DEVELOPMENT BOARD



TITLE II

Helps adults who lack basic skills, including reading, writing, math, and English proficiency; in addition to high school and/or postsecondary education/training.

ADULT EDUCATION



TITLE III

Helps job seekers, including recipients of unemployment benefits, with services that assist job seekers in finding work and help employers with recruiting.

EMPLOYMENT DEVELOPMENT DEPT.



TITLE IV

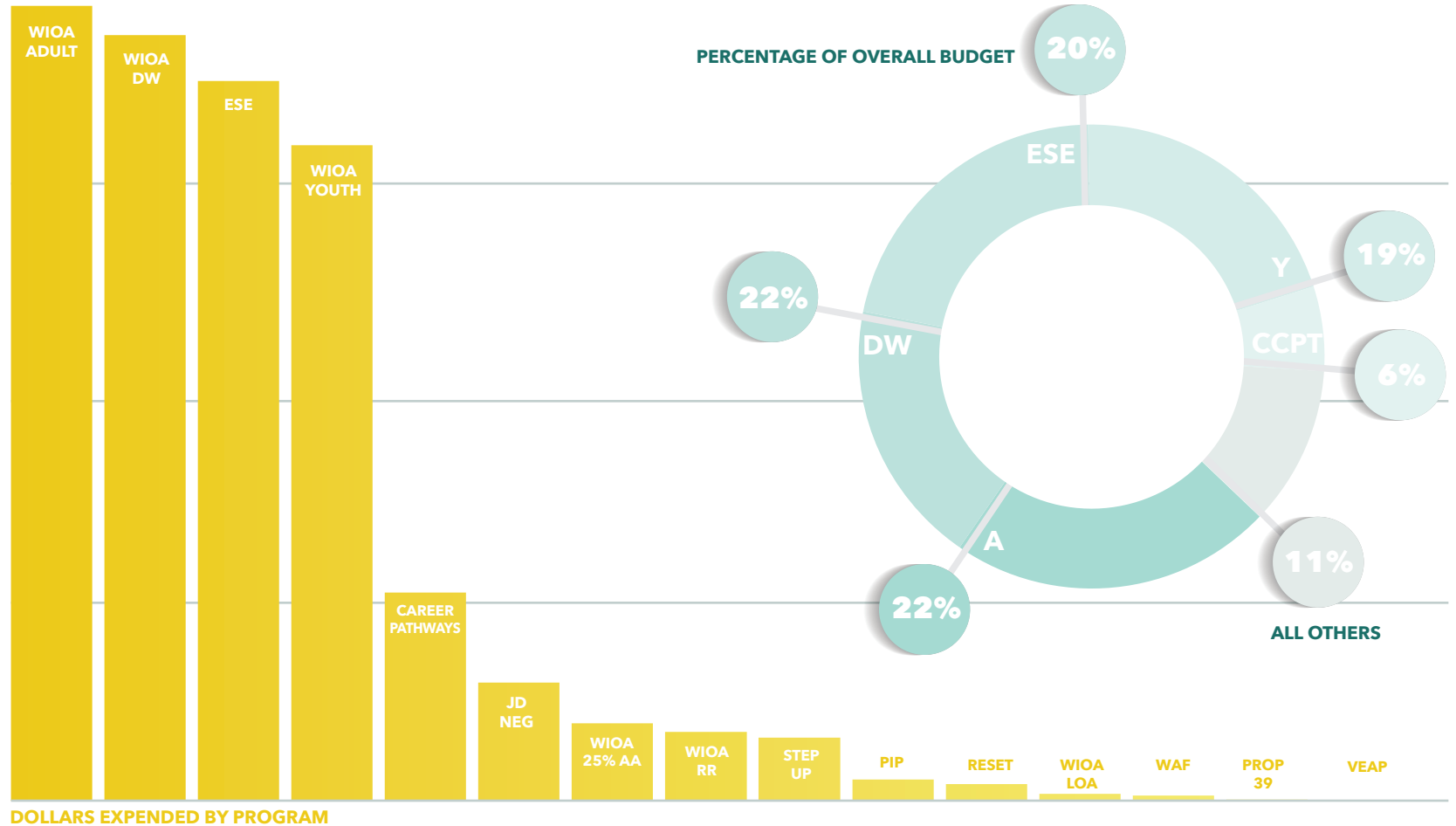
Helps individuals with disabilities maximize their employability, independence, and integration into the workplace and society.

DEPT. OF REHABILITATION

WE BRING MONEY TO THE REGION

FISCAL YEAR 2015-2016 EXPENDITURES BY PROGRAM

WIOA ADULT (A)	\$2,147,811
WIOA DISLOCATED WORKER (DW)	\$2,068,312
EXPANDED SUBSIDIZED EMPLOYMENT (ESE)	\$1,945,071
WIOA YOUTH (Y)	\$1,771,180
CAREER PATHWAYS (CCPT)	\$566,221
JOB DRIVEN NATIONAL EMERGENCY GRANT (JDNEG)	\$322,598
WIOA 25% ADDITIONAL ASSISTANCE (AA)	\$212,610
PREVENTION/INTERVENTION PROGRAM (PIP)	\$189,548
WIOA RAPID RESPONSE (RR)	\$174,111
STEP UP #LEAD	\$61,212
RESET	\$49,811
WIOA LAYOFF AVERSION (LOA)	\$23,041
WORKFORCE ACCELERATOR FUND (WAF)	\$24,656
PROP 39	\$2,932
VETERANS EMPLOYMENT-RELATED ASSISTANCE PROGRAM (VEAP)	\$1,059
TOTAL	\$9,560,173



**DRIVING
ECONOMIC
SUCCESS
WITH
PURPOSE**

485

**OPPORTUNITIES
PROVIDED IN TRAINING
+ EDUCATION**

\$9.5M

**TOTAL DOLLARS
BROUGHT TO
THE REGION**

800+

TOTAL YOUTH SERVED

5K

TOTAL ADULTS SERVED

Adult | **2,269**
Dislocated Worker | **2,387**

“Purpose is our why. It is our reason for action. Unfortunately, we often spend too little time tending to purpose and instead focus solely on acting; on the how. Nobody can sustain lasting effort in action without a powerful purpose to fuel them. Have a clear purpose and everything else will fall into place.”

JOHN WERNER, SEQUOIAS ADULT EDUCATION CONSORTIUM

**WE
CONVENE
INDUSTRY**

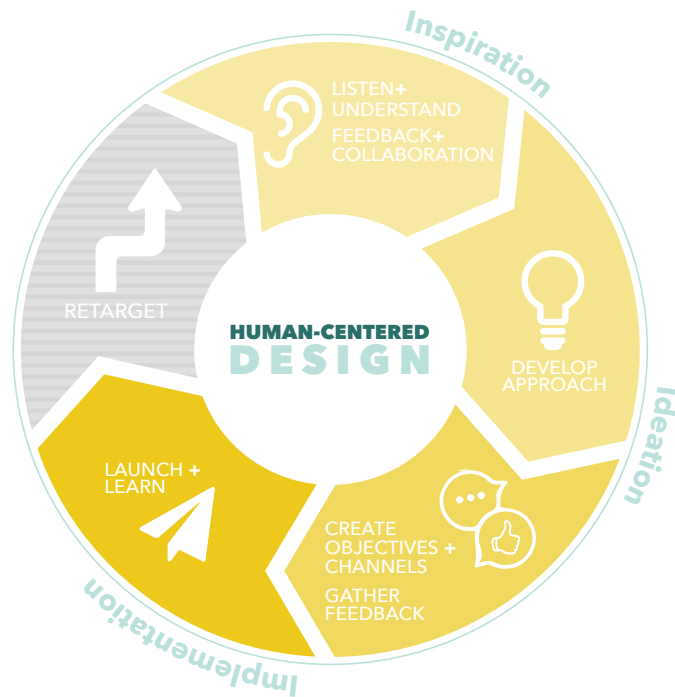


HOW MIGHT WE...

In August 2015, the Workforce Investment Board and partner agencies had the opportunity to participate in a 7-week Human Centered Design course along with 85 teams from around the nation.

The WIB formed three local design teams with 27 representatives from partner agencies, local businesses, and the WIB, to participate in the challenge. Each team focused on a distinct customer; **business, the unemployed, and youth.**

THE TEAMS FOCUSED ON BUILDING EMPATHY WITH THE CUSTOMERS AT THE CENTER OF THEIR DESIGN, BRAINSTORMING, BUILDING PROTOTYPES, SHARING RESULTS, AND EVENTUALLY PUTTING THEIR INNOVATIVE SOLUTIONS TO WORK.



BUSINESS

"... put employers at the center of career pathways and sector strategies?"

INSPIRATION

Businesses that struggle with "soft skills" in the workplace often have retention and productivity problems.

IDEATION

An "Essential Workplace Skills Training (EWS)" program for entry level and temp-to-hire staff.

IMPLEMENTATION

Received a \$55K grant to work with COS Training Resource Center to provide EWS Training at no cost to businesses.

UNEMPLOYED

"... improve the customer experience and outcomes for our shared One-Stop customers?"

Customers that access a single service often are unaware of the many other partner services offered.

An "iHub" that is centrally located in the One-Stop and accessible to customers to address customer inquiries and needs.

One-Stop staff are cross-trained to assist customers who visit the newly established iHub, which is open during peak hours.

YOUTH

"... design services and programs for Out-of-School Youth that will engage them + produce great outcomes?"

Youth often don't know who to talk to, where to go for help, and are unsure if adults are really listening.

Youth Connect: a resource fair where youth meet caring and engaged adults to talk about needs and services available within their local community.

Youth Connect introduced youth to local services in:

- Health Care
- Mental Health
- Child Support
- Transportation
- Work
- Education
- Housing
- Legal Aid
- Finances
- and More

SECTOR STRATEGIES IN TULARE COUNTY

The Workforce Investment Board engages industry in sector strategies to close labor and skills gaps in the local labor market, increase the community's opportunities at attracting and retaining higher-wage employers, support the expansion and retention of local industries, and engage regional business partners in a united effort to inspire and upskill the existing and future workforce of Tulare County.

GROWING HEALTH LEADERS 2015



346 STUDENTS
ATTENDED THE
2016 GHLEVENT



40+ PARTNERS
COLLABORATED
ON THE EVENT



The *Health Care Committee* involves collaboration from various support partners, health care providers, and public health agencies.

8 HEALTH CARE
REPRESENTATIVES

4 EDUCATION
PARTNERS

HEALTH CARE COMMITTEE

The Health Care Committee represents more than **6,000 health care industry employees**. The Committee considers industry-related initiatives, regional strategy, and more. In an effort to make informed decisions that **impact the future talent pipelines of the industry**, the Committee is active in Linked Learning and Career Pathways engagement with students and business in Tulare County – including planning the Growing Health Leaders (GHL) event, where students connect with industry professionals + learn about the versatility in health care.

WE IDENTIFY LOCAL SKILLS GAPS

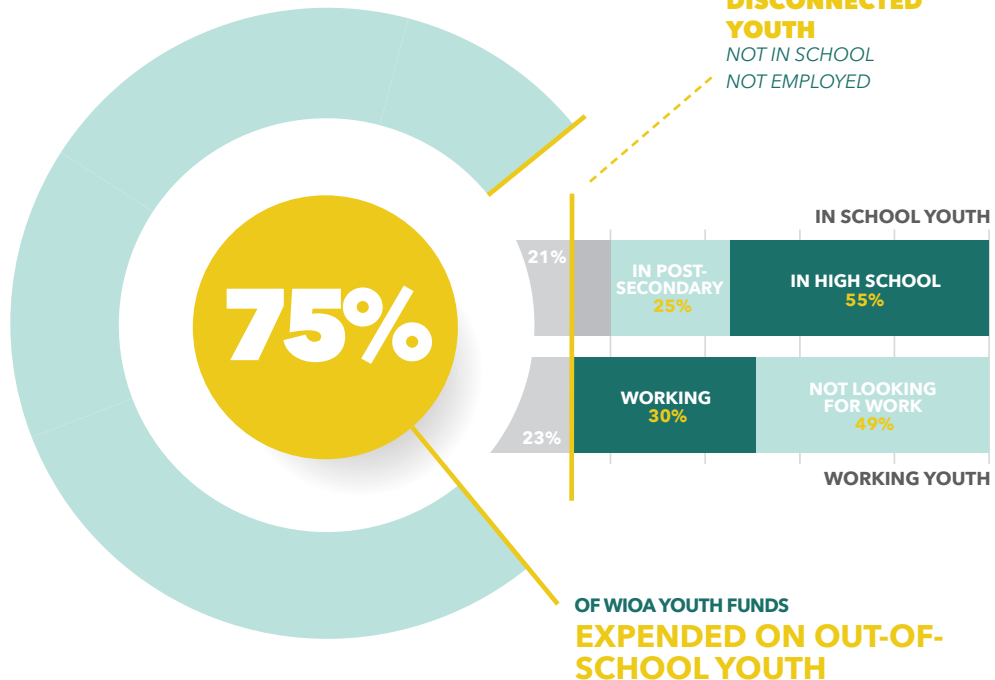
TULARE COUNTY YOUTH

AGES 16-24

21% **13,373***
YOUTH ARE
OUT OF SCHOOL

12% **7,671***
YOUTH ARE
DISCONNECTED

*2014 AMERICAN COMMUNITY SURVEY, U.S. CENSUS



YOUTH @WORK

286

IN-SCHOOL YOUTH SERVED

558

OUT-OF-SCHOOL YOUTH SERVED

275

PAID WORK EXPERIENCES

\$317K

WAGES AND BENEFITS PAID TO YOUTH

“It is essential that education and business come together to prepare the leaders of tomorrow’s workforce. By investing time, energy, and resources into work-based learning experiences, both take a purposeful and active role in building a diverse talent pipeline.”

JAMES COLE, NATIONAL ACADEMY FOUNDATION (NAF)

ADULT OCCUPATIONAL SKILLS TRAINING



**CURRENTLY THERE ARE
90+ OCCUPATIONAL TRAINING
PROGRAMS AVAILABLE IN TULARE
COUNTY, INCLUDING:**

Commercial Driving	Nursing
Solar Energy	Welding
Bookkeeping	Weatherization
Culinary	Administration
Microsoft Office	Web Design
Industrial Maintenance	Physical Therapy
Billing and Coding	Police Academy

387

**EMPLOYMENT
CONNECTION
CUSTOMERS**

received a scholarship to attend occupational training, administered by one of the 12 approved training providers located in Tulare County, and were able to earn industry recognized credentials. The State of California monitors each training program to ensure a placement of 70% or more.

WE BROKER SOLUTIONS

VALUABLE PARTNERSHIPS

The WIB, in partnership with the Tulare County Probation Department, received funds to expand training programs + career services for probationers.

READINESS FOR EMPLOYMENT THROUGH SUSTAINABLE EDUCATION + TRAINING (RESET), an essential part of the rehabilitation process, provides services that focus on education and/or job training designed to improve skills and reinforce success.

89

PROBATIONERS PLACED IN TRANSITIONAL JOBS, FULL-TIME JOBS, OR ON-THE-JOB TRAINING

\$400K

RECEIVED TO EXPAND RESET, INCLUDING MATCHED FUNDS FROM PROBATION

“Purpose is where collaboration is utilized to maximize resources for the best possible outcome.”

CHRISTIE MYER, TULARE COUNTY PROBATION DEPARTMENT

“Purpose pushes us beyond the expectations, beyond our mission and our goals, and lays the framework for our shared values.”

THAD RUSSELL, COLLEGE OF THE SEQUOIAS

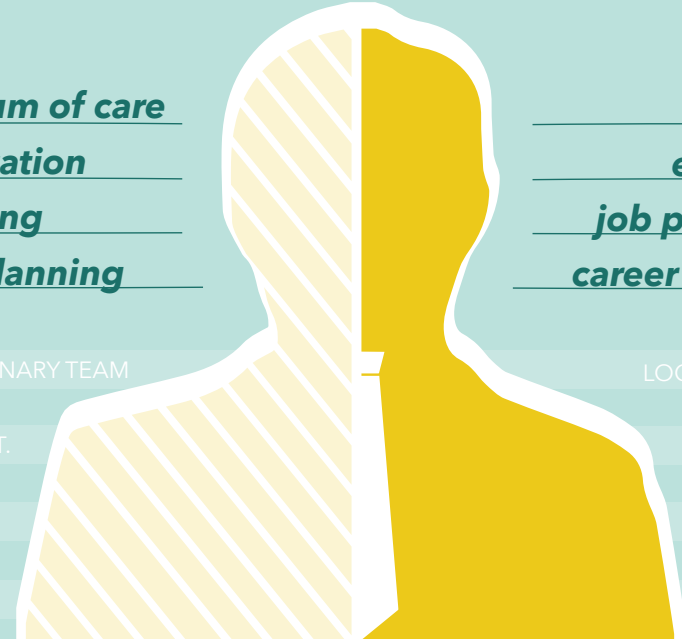
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**PROBATIONERS COMPLETED RESET JOB READINESS PROGRAM
AUG. 2014 - MAY 2016**

PRE RELEASE | RESET PROGRAM

continuum of care
rehabilitation
counseling
career planning

training
education
job placement
career coaching



MULTI-DISCIPLINARY TEAM

LOCAL NON-PROFIT

SHERIFF'S DEPT.

SHERIFF'S DEPT.

PROBATION

PROBATION

SITE TEAM

TULARE WIB

SUPPORT. SECOND CHANCES. PARTNERSHIPS.



In October of 2015, the WIB's business engagement intermediary, INNOVATE Tulare-Kings (read more about ITK on page 22), received special recognition and funding from the James Irvine Foundation and Jobs for the Future as a **Linked Learning Regional Hub of Excellence**.

The Hub activates and unites partners in delivering the benefits of Linked Learning (LL). With leadership from the WIB and Tulare County Office of Education, the Tulare-Kings region funders and local agencies have invested in a multi-sector system that contributes to a regional talent pipeline.

Through their shared vision, workforce development, local education agencies, and post-secondary leaders have focused efforts on the development of their partnership structure, executive leadership, and systems change.

<p>TULARE KINGS LINKED LEARNING CONSORTIUM CORCORAN JOINT UNIFIED SCHOOL DISTRICT CUTLER-OROSI JOINT UNIFIED SCHOOL DISTRICT DINUBA UNIFIED SCHOOL DISTRICT EXETER UNIFIED SCHOOL DISTRICT HANFORD JOINT UNION HIGH SCHOOL DISTRICT LEMOORE UNION HIGH SCHOOL DISTRICT LINDSAY UNIFIED HIGH SCHOOL DISTRICT PORTERVILLE UNIFIED SCHOOL DISTRICT TULARE JOINT UNION HIGH SCHOOL DISTRICT VISALIA UNIFIED SCHOOL DISTRICT WOODLAKE UNIFIED SCHOOL DISTRICT</p>	<p>LOCAL EDUCATION AGENCIES TULARE COUNTY OFFICE OF EDUCATION KINGS COUNTY OFFICE OF EDUCATION</p> <p>POST-SECONDARY INSTITUTIONS COLLEGE OF THE SEQUOIAS PORTERVILLE COLLEGE WEST HILLS LEMOORE</p> <p>WORKFORCE DEVELOPMENT AGENCIES INNOVATE TULARE-KINGS KINGS COUNTY JOB TRAINING OFFICE WORKFORCE INVESTMENT BOARD OF TULARE COUNTY</p>
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BY 2018
HUB GOALS

- 1** 10K students served through Certified Linked Learning Pathways
- 2** 600 engaged business + community partners
- 3** 2.5K student internship opportunities
- 4** 90% of LL pathway students enter employment, earn a certificate, or persist towards degree

ENGAGING REGIONAL BUSINESS PARTNERS

485

OPPORTUNITIES
PROVIDED IN TRAINING
+ EDUCATION

\$1.5M

IN FUNDING
BROUGHT TO
THE REGION

2015-2016

350

INTERNSHIPS

400+

BUSINESS
PARTNERS

15K

STUDENT + BUSINESS
INTERACTIONS

\$1.8M

IN-KIND
CONTRIBUTIONS

INNOVATE TULARE-KINGS | ITK was established in 2013 as an employer-driven intermediary to help businesses engage in Linked Learning, and provide guidance for the region as we further develop our high quality career pathways.

CONNECT

ITK brings together regional partners

CONVENE

ITK facilitates conversations with partners that lead to strategic planning

MEASURE

ITK helps education and business partners to record their time, investment + contributions

SUSTAIN

ITK contributes to systems building through resource-mapping + partnerships



WE DESIGN, FUND, DELIVER + MEASURE

TULARE COUNTY EMPLOYMENT CONNECTION PROGRAM PERFORMANCE



The four Tulare County Employment Connection Centers (Dinuba, Tulare, Porterville, and Visalia) enrolled **11% more distinct visitors** into basic and individualized WIOA services in 2016 than in 2015.

Training **enrollments increased by 14%** compared to last year, improving the percentage of overall enrolled adults who received subsidized training by 1.4%.

Expanded Subsidized Employment programs completed **192 subsidized placements and 93 unsubsidized placements**, with a retention rate of 86% for unsubsidized placements.



TOTAL VISITS
TO THE EMPLOYMENT
CONNECTION CENTERS

46,991



98

**WORK-BASED
TRAININGS**

3K+

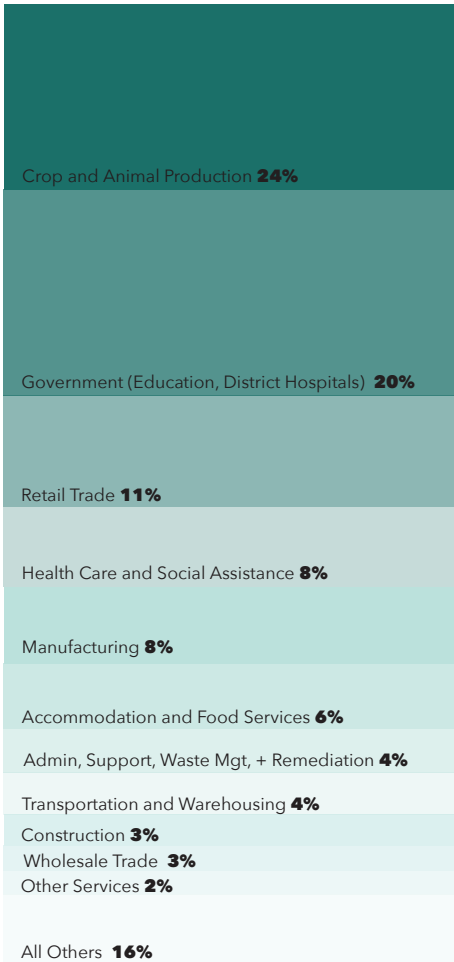
**RESUMES WERE
UPLOADED TO
CALJOBS**

5k

**INDIVIDUALS
PARTICIPATED IN
WORKSHOPS**

“Purpose drives our ability to make a difference. It isn’t existential; rather *purpose is the fire that leads to action* toward our goal every day. And, it isn’t altruistic, because experiencing meaningfulness is a human evolution.”

CARLA CALHOUN, COMMUNITY SERVICES EMPLOYMENT TRAINING



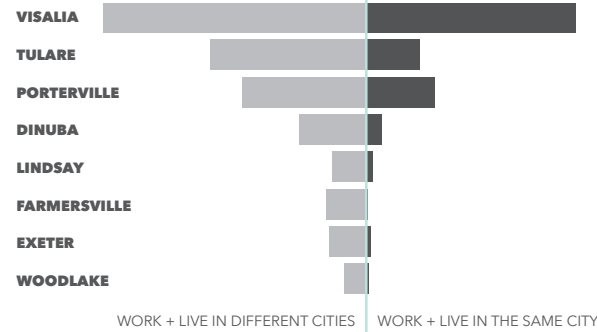
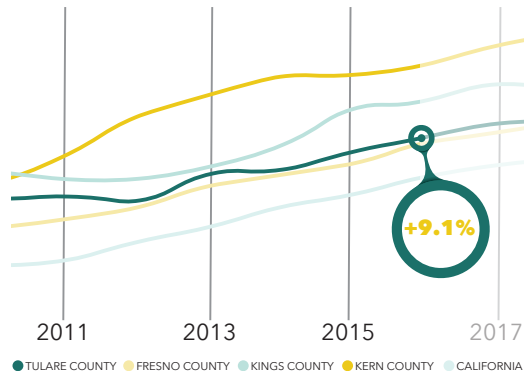
JOBS IN TULARE COUNTY EMPLOYMENT DISTRIBUTION

Tulare County businesses employed **162,389** jobs in 2016, **64%** of which live in Tulare County. In the last six years, jobs in the county have increased by **9.1%**

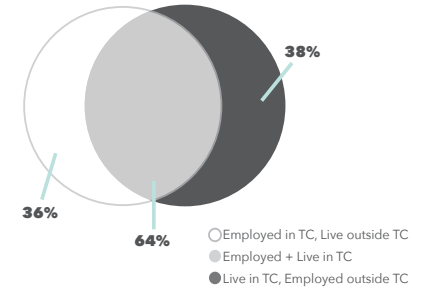
While diverse in industry, Tulare County is dependent on agricultural jobs. **24%** of the total number of jobs in Tulare County are related to Crop and Animal Production, as noted in the chart to the left.

Between January 2015 and July 2016, there were **115,385** unique job postings.

REGIONAL COMPARISON OF JOBS OVER TIME



TULARE COUNTY EMPLOYMENT INFLOW | OUTFLOW

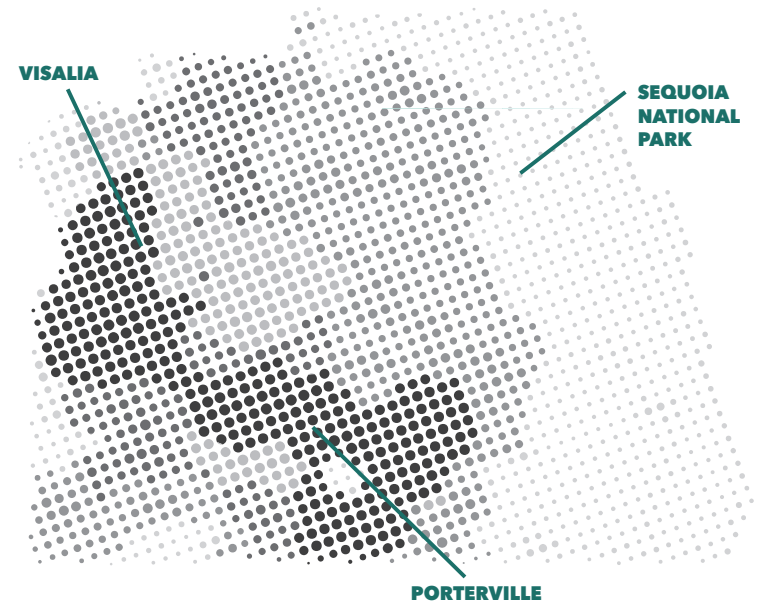


ON THE MAP

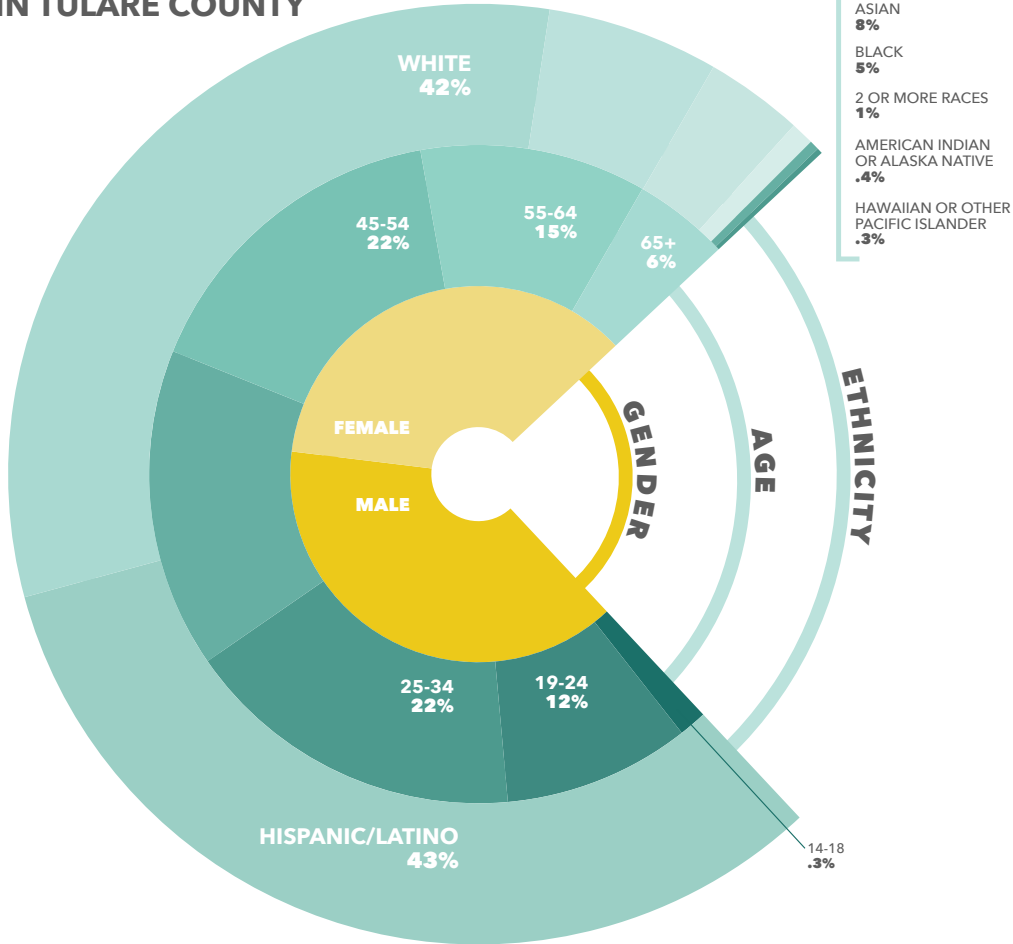
**IN 2016
THERE WERE
160K JOBS
IN TULARE
COUNTY**
(map to right)

- 15,495 to 36,026
- 3,912 to 15,494
- 654 to 3,911
- 2 to 653

California Labor Market Information Department, U.S. Census Bureau, Center For Economic Studies, 2014



WORKFORCE DEMOGRAPHICS IN TULARE COUNTY



**TOP 3
FASTEST
GROWING
OCCUPATIONS IN
TULARE COUNTY**

First-Line Supervisors
of Retail Sales

\$15.98
MEDIAN WAGE
+26%*

Registered
Nurses

\$35.76
MEDIAN WAGE
+15%*

Heavy and Tractor-Trailer
Truck Drivers

\$18.44
MEDIAN WAGE
+31%*

Average Median Hourly
Wage in Tulare County

\$17.07
NATIONAL
\$21.13

UNEMPLOYMENT IN TULARE COUNTY

The highest unemployment rate of the year was in March 2016, at 12.4%. May 2016 marked the lowest unemployment rate of the year at 9.4%. The change is primarily due to a seasonal shift in agricultural related jobs.

Month	Unemployment Rate
MARCH 2016	12.4%
MAY 2016	9.4%

*PERCENTAGE INCREASE FROM 2010-2016;
WAGES FILTERED BY \$15 OR MORE

The
**WORKFORCE
 INVESTMENT
 BOARD of
 TULARE
 COUNTY**



Not Pictured:
 Mike Ennis
Tulare County Board of Supervisors
 Gil Aguilar
Pine, Pedroncelli, & Aguilar, Inc.

*photos complements of
 CJ Hopper Photography*

from left to right

William DeLain, Chair
DeLain & Associates

Randy Baerg
Warren & Baerg Manufacturing, Inc.

Tricia Stever Blattler
Tulare County Farm Bureau

Dr. Rosa Carlson
Porterville College

Joe Hallmeyer
Ken's Stakes & Supplies

Kerry Hydash
Family HealthCare Network

Ronnie Jungk
IBEW Local 100

Dr. Sarah Koligian
*Tulare Joint Union High School
 District*

Robert Kleyn
Department of Rehabilitation

David Pena
SMW Local #104

Steve Reid
Hydrite Chemical Co.

Shelly Tarver
*Employment Development
 Department*

Harroll Wiley
Bank of the Sierra

pur · pose

verb /ˈpər-pəz/pur-pose

- 1 the feeling of being determined to do or achieve something
- 2 the aim or goal of a person: what a person is trying to do, become

synonyms: intention, design, aim, goal