



A NEW JOURNEY / A NEW MAP

WORKFORCE INVESTMENT BOARD OF TULARE COUNTY  
2010 ANNUAL REPORT





2010

## A NEW JOURNEY, A NEW MAP

### WELCOME MESSAGE FROM BILL DELAIN, CHAIR WORKFORCE INVESTMENT BOARD OF TULARE

"Driving Economic Success" is the new maxim for the Workforce Investment Board of Tulare County (WIB), and I want to extend my thanks to members of the Board, all WIB staff, and all Employment Connection partners and staff for implementing that principle so dutifully during the 2009-2010 program year. The year was certainly full of ups and downs, but I am proud to say the WIB responded successfully, navigating a road full of obstacles with efficiency and effectiveness.

Beginning in 2007 and continuing to this day, our region and our nation experienced the worst economic downturn since the Great Depression. Dubbed the Great Recession, unemployment throughout the region, state and nation has soared, but particularly in regions such as Tulare County.

This crisis placed considerable strain on staff and resources, but the WIB responded boldly, created new policies and strategies, and directed resources skillfully. With the passage of the American Recovery and Reinvestment Act (ARRA), the WIB received greatly needed resources to increase the amount of training available to customers, placed hundreds into On the Job Training (OJT), and introduced Tulare County youth into the world of work and potential careers.

The 2009-2010 year was a turbulent one, but with strong direction from the Board of Directors, and hard work from the WIB's committed, professional staff, a record number of customers were served, placed in jobs, and are enjoying the gratification and benefit of contributing to the economy and community.

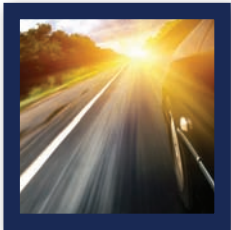
On behalf of all WIB board members, staff, and Employment Connection partners, I welcome you to our Annual Meeting, and look forward to "Driving Economic Success" through continued strategic investment in the workforce of Tulare County.



Bill Delain

## CHARTING A NEW COURSE: SECTOR STRATEGIES IMPLEMENTED

The Workforce Investment Board of Tulare County fully implemented its sector strategy this program year, and achieved significant success. Adopted in early 2009 as part of a new demand-driven approach, industry sectors that offer the most potential for growth or highest economic impact were targeted. This strategy included forming advisory committees for each selected sector. The committees' objectives were to address not only human capital needs within those sectors, but also broader, higher-altitude issues facing those sectors, as well.



The Health Care Committee – consisting of representatives from many major health care facilities in the county, as well as smaller entities – kicked off in September, 2009, and described the need for physicians, and various skilled positions. With that need in mind, the committee turned its focus on youth and creating pipelines for education and training, in order to grow our own, culminating in a successful Tulare County Health Care Career Day in May, 2010.

The Career Day, which involved students from various county high schools, included professionals from diverse health care specialties. Students received an introduction to the necessary training and day-to-day activities of various health careers. The success of the event resulted in new grant funding from the State of California for the 2011 event.

Likewise, the Manufacturing Advisory Committee held its first meeting in August, 2009, and identified several strategies to strengthen the manufacturing sector. These approaches included creating defined career ladders for manufacturing jobs, considering formation of a countywide manufacturing association to better represent the sector and its respective needs, and organizing the Tulare County Manufacturing Forum

– a quarterly meeting of all industrial firms in Tulare County to network, share information, and identify common issues.

Starting in January, 2010, the Manufacturing Forums have addressed key issues in the manufacturing sector – including the health of the Tulare County Manufacturing Sector, and the new Enterprise Zone and HIRE tax credits – attendance has been continually increasing.

The Green Jobs Advisory Committee was off to a quick start as well, creating definitions of green jobs and green businesses, identifying strategies to grow the green sector in Tulare County, and helping to organize several events in the region. This included a seminar on green jobs delivered by Jim Cassio at the Green Builders Association meeting, assisting the City of Tulare with an application for funding from the Environmental Protection Agency's Brownfield program, and the very successful Residential Retrofit Action Clinic, co-sponsored by the California Energy Commission and Southern California Edison AgTAC.



2010





**REFUELING FOR THE  
LONG ROAD AHEAD:  
NEW GRANT FUNDING  
TO AUGMENT SERVICES**



Delivering effective programs requires adequate resources, and in addition to the WIB's annual formula funds and remaining American Reinvestment and Recovery Act (ARRA) funding, the WIB was awarded several competitive grants to augment its programs. The complementary resources greatly assisted the WIB achieve its objectives at a time when unemployment was increasing rapidly.

In March, 2010, the WIB was awarded nearly \$8.2 million on behalf of the Central California Workforce Collaborative (CCWC), a partnership comprising all the WIB's of the Central Valley, representing counties from Stockton to Bakersfield. The CCWC meets regularly to discuss common issues, develop strategies to address regional problems, and collaborate on projects of mutual benefit – and selected the Workforce Investment Board of Tulare County to act as lead agency in managing and implementing the grant.

The two-year grant came from the U.S. Department of Labor's National Emergency Grant (DOLNEG) allocation, and will help train laid-off workers for jobs in high-demand, high-wage industries. The grant will focus on providing training and transition services to workers impacted by widespread layoffs resulting from the economic downturn, and will help workers prepare for new careers in growing sectors of the regional economy.

In January, 2010, the WIB was awarded \$999,931 in additional funding for training in health care careers. The grant, through WIB partnerships with various community colleges and adult schools in the county, provides training and certification preparation in a variety of health care fields. Additionally, the grant funds assessments of customers to help them select careers best-suited for them, offers supportive services and financial assistance with books and uniforms.

The WIB, as a subgrantee, was awarded \$145,000 to provide training opportunities for recently separated veterans and veterans from other campaigns. The WIB is collaborating with the State of California Employment Development Department (EDD) and veterans' organizations to ensure vets are informed, identified and receive all services they are eligible to receive, including Veterans Administration and Social Security benefits. Training opportunities are in areas which veterans have skills and/or aptitude to succeed in gaining self-sustaining employment.



## MERGING INTO TRAFFIC: INTEGRATION AND ONE STOP OPERATOR ADMINISTRATION



One of the greatest movements toward efficiency at the WIB this year was the integration of WIA and Wagner-Peyser services that increased collaboration of Employment Connection partners, while also providing a virtual one stop system, [www.employmentconnect.org](http://www.employmentconnect.org), to bridge the gap between jobseekers and businesses. This integration helped dismantle organizational silos in the local delivery system, and allows customers to receive career development services immediately upon their first visit.

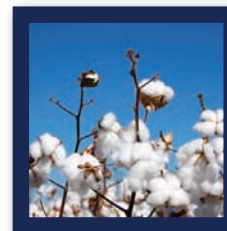
Integration allows all Employment Connection services and training to align with local labor market needs. By creating a system that is skill-based, it moves each One-Stop customer through a common set of value-added services designed to increase their employability and their chances of employment and retention.

The new system allows immediate “matchmaking” between jobseekers and businesses with specific hiring needs. For businesses, the new [www.employmentconnect.org](http://www.employmentconnect.org) system allows them to register online, input their hiring needs, and be immediately matched with registered job seekers with training and/or experience in that field.

Efficiencies have also been built into the system through the contracting of management of the various one-stop centers to local organizations with expertise in working with customers. A formal, extensive bid process was conducted,

and Community Services & Employment Training (CSET) was selected to operate the Employment Connection centers in Visalia, Tulare, and Porterville, while Proteus, Inc. was selected to manage the Employment Connection Center in Dinuba. By outsourcing one-stop operations to local organizations, the WIB adopted a new, more efficient business model that has become a standard in the field of workforce development.

Building on a newly-designed website, [www.tularewib.org](http://www.tularewib.org), and marketing strategy, the WIB also developed a social media presence, utilizing Facebook, Twitter, and blogging to better reach our target markets. Social media posts will share industry-specific news and content pertinent to regional businesses.



2010

## PERFORMANCE ON THE ROAD: BUDGET AND PERFORMANCE MEASURES

WIB objectives were met in nearly every category with a record number of customers served this program year. A total of 25,952 individual customers were assisted via the four Employment Connection one-stop centers, and from January through June of 2010, more than 41,000 individual visits were made to the one-stop centers. Additionally, businesses who qualify for tax incentives under the Business Incentive Zone (BIZ), reaped substantial savings in state income taxes for every new job created and filled. The data outlines just how successful the WIB was in serving the needs of businesses and jobseekers.



### Employment Connect Comprehensive Services

Total Users Receiving Staff-Assisted Services: 11,263

### Employment Connect Virtual Services

Distinct Web Users Registering on employmentconnect.org: 10,448

### One-Stop Performance Categories

**Total Trained** 2,084

Occupational Skills 1,030

On-the-Job Training 525

Customized Training 17

Non-ETPL\* Training 512

*\*Group-Size, Ed-2-Go, Allied Health Care*

### Youth Programs

**Total Served** 3,507

Year-Round Programs 1,417

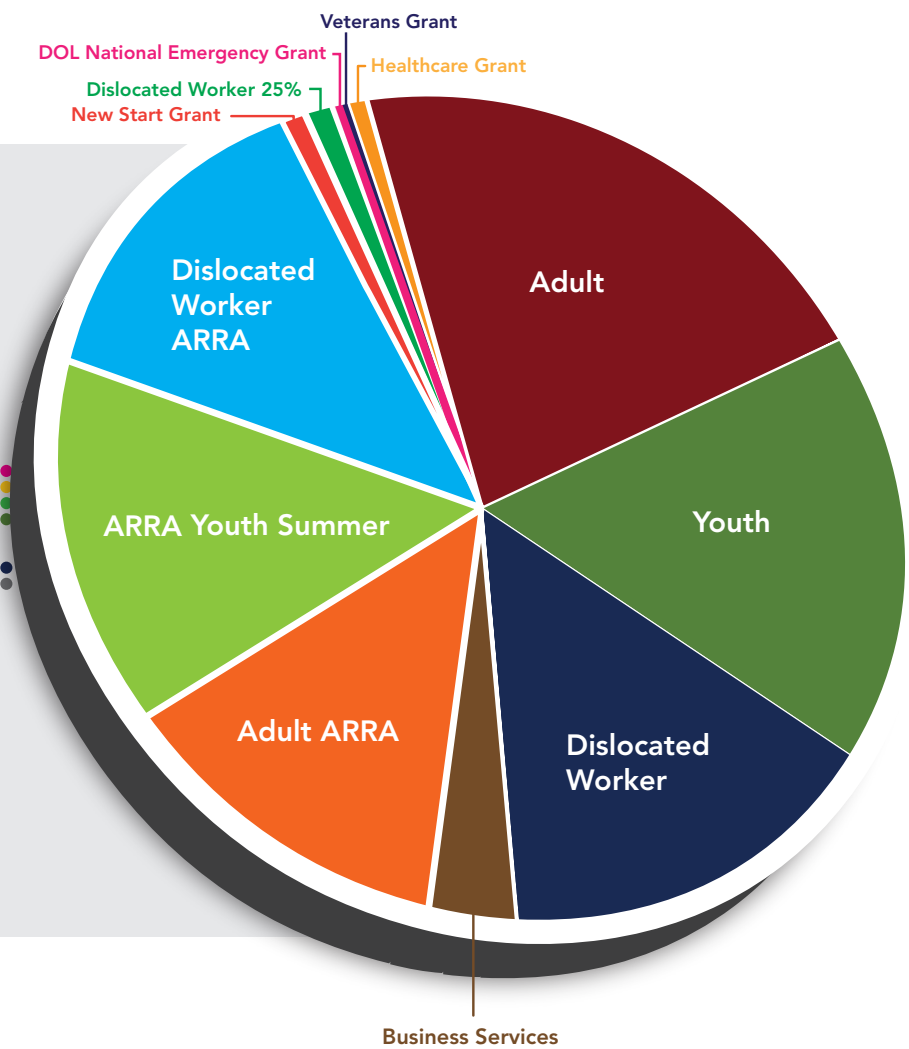
Summer Youth@Work 2,090

### WIB Business Services

Business Incentive Zone (BIZ) Vouchers Processed/Approved 863

Cumulative 5-Year Value of BIZ Vouchers \$31,068,000





| Grant                        | Total               |
|------------------------------|---------------------|
| Adult                        | 3,379,938           |
| Youth                        | 2,804,137           |
| Dislocated Worker            | 2,551,227           |
| Business Services            | 537,414             |
| Adult ARRA                   | 2,069,343           |
| ARRA Youth Summer            | 2,312,397           |
| Dislocated Worker ARRA       | 2,392,080           |
| Dislocated Worker 25%        | 168,407             |
| Healthcare Grant             | 60,696              |
| DOL National Emergency Grant | 24,819              |
| Veterans Grant               | 570                 |
| New Start Grant              | 111,654             |
| <b>Total</b>                 | <b>\$16,412,683</b> |



## HIGHWAY MILE MARKERS: NEW TRAINING TOOLS AND SUCCESS IMPLEMENTATION



Through the use of new and traditional training mechanisms, the magnitude of customers enrolled into training opportunities increased significantly, and a record number of customers received vital training in new fields. ARRA-funded Individual Training Accounts (ITA), and Groupsize Training allowed students training and education in traditional settings as part of their preparation for new careers.

The WIB provided 1,030 new customers ITA's at local community colleges, adult schools, and private vocational schools. The WIB-approved industry clusters for these ITA's were primarily Health Care, Logistics/Warehousing, and Manufacturing.

Groupsize courses were contracted as a package, in a sense buying a classroom, and included solar panel installation, health care interpretation, dairy food processing, and a variety of industrial skills such as welding and machinery maintenance. Additional services to these short-term class participants included intensive job search techniques and career coaching from Employment Connection staff.

In addition, the WIB was able to make new high-tech training tools available, through programs such as Ed2Go and Elevate America.

Ed2Go is a virtual training opportunity offering hundreds of online courses in a wide variety of fields, and at a very low cost. Through a

partnership between the WIB, College of the Sequoias, and the Employment Connection, nearly 300 customers took advantage of these training opportunities in such areas as medical terminology, grant writing, accounting, Microsoft Office programs and other computer skills. The classes were 6-weeks in length, instructor facilitated, and highly interactive.

Elevate America, a national program sponsored by the Microsoft Corporation in partnership with state governments and local workforce investment areas, offered more than 4,000 vouchers to Tulare County residents in training ranging from basic computer skills, internet navigation, various Microsoft Office software, and network administration. In Tulare County, nearly 2,300 customers completed training, a significantly higher rate than state and national averages.

The WIB was given a short turn-around time to disburse the Elevate America vouchers, and in fact was so timely and effective, Microsoft offered more vouchers to distribute. Businesses were also allowed to access the vouchers on behalf of their employees. Those who completed the training before the deadline were also eligible to take certification tests at no cost.



## THE BENEFITS OF CARPOOLING: POOLING RESOURCES TO MAXIMIZE EFFICIENCY



Workforce development programs often require the pooling of funds from different sources and agencies, and the WIB's summer youth program, called Youth@Work, is no exception.

The 2009 Youth@Work program lasted between May-September 2009, carrying over into the beginning of the 2009-10 program year. By the end of the 2009 session, more than 1,800 Tulare County youths had been placed into summer jobs. WIB staff estimate that more than triple that number actually entered the WIB one-stop system.

Each youth received training in work ethics, interviewing, resume development, and career exploration among other skills. Upon completion of the training, youth were placed into positions offering 150 hours of paid work experience. The worksites provided meaningful job specific training in a number of entry level positions, mentoring from supervisors, with emphasis on career/educational planning. Despite the worst unemployment rate for youth in several decades, in several cases participants were hired into permanent positions from their summer jobs.

The 2010 program was another success, in part because of collaboration of numerous organizations and the leveraging of different

sources of funding. The WIB contributed a portion of its "formula" funding and remaining ARRA funds, and the Tulare County Health and Human Services Agency (HHS) contributed Emergency Contingency Funds (ECF).

Though funding for the program was significantly reduced, with the pooling of those resources, still more than 600 youths were able to participate in similar training and job opportunities as the previous year. Additionally, the network of organizations that participated in previous summer youth programs was called upon again to place students in temporary work assignments, and they responded without hesitation.

Based on surveys of Youth@Work participants, in some cases participants recognized the importance of education to quality employment and registered for college after completing the program. Some concluded their original career goal was not what they wanted to do after all and made the adjustment. Still others made more firm commitments to their career choice. And some expressed gratitude for the program simply for keeping them "out of trouble."

**THE SECURITY OF  
ROADSIDE ASSISTANCE:  
THE IMPORTANCE OF RAPID  
RESPONSE IN A VOLATILE  
ECONOMY**

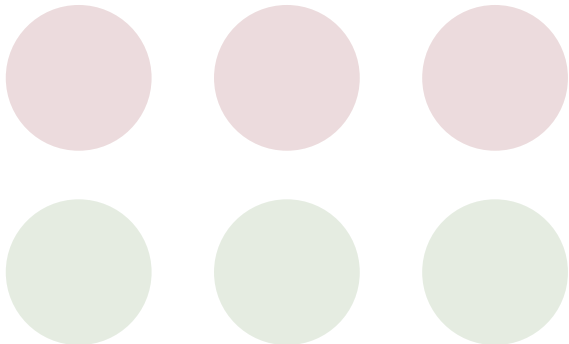
The regional, national, and global economies all continued to share a similar unease, and Tulare County businesses experienced a few bumps in the road, as well. Though no business owner or manager ever wants to lay off employees, economic realities occasionally make it necessary.

The WIB's Rapid Response team was truly responsive on those occasions, working with poise and professionalism, with business and employee simultaneously. With a new toolbox developed this year, the team was able to help make the transition as smooth and seamless as possible.

Included in this toolbox was training to ensure that all Rapid Response team members had clear, consistent messages in place to educate dislocated workers on the value of Employment Connection services and encourage them to become Employment Connection customers. This included the creation of rough scripts to follow during a Rapid Response event and recommended language for follow-up emails and phone conversations.

With a new paperless Rapid Response system, dislocated workers are able to register with Employment Connection onsite, receive immediate consultation on how to apply for unemployment benefits, utilize Employment Connection resources to search for another job, and learn key financial management strategies, all with concern and compassion from the Rapid Response team.

A new tool developed this year was industry-specific job fairs, a much more efficient and effective means of assisting dislocated workers to find another job quickly. Successful examples have occurred in the local dairy processing sector and healthcare sector. While some firms were downsizing, others were expanding, and able to rehire many employees about to be, or recently, laid off. Smaller, more specific job fairs can be organized quickly, requiring fewer resources and provide targeted service to both business and jobseeker alike.





## CONCLUSION

### THE LONG ROAD AHEAD:

#### CLOSING MESSAGE FROM ADAM

#### PECK, EXECUTIVE DIRECTOR



I would like to thank you for your interest and participation in the WIB, and I hope this report will be helpful and informative for you.

The WIB has been in nearly continuous transition during the Great Recession, in response to continuing challenges and opportunities. I want to commend the members of the Workforce Investment Board, all WIB staff, and the one-stop operators and partners for their ongoing ability to adapt and respond to new changes, and ask them to be ready in case more change is on the horizon.

The 2009-2010 year definitely had its ups and downs for the WIB, and nearly all indicators point to a long, slow recovery. Though 2010 is showing faint signs of economic life, some economists are now forecasting a "double-dip" recession. There is near unanimity among economists, however, that recovering from this downturn will take several years.

There is some good news, though. While unemployment is up, so is some private sector employment. In fact, two of Tulare County's most important business sectors, Health Care and Manufacturing, have actually increased jobs since this time last year. As you know, these two sectors are also part of the WIB's sector strategy.

Anyone who drives knows it is just as important to be aware of traffic not just right in front of you, but all around, including traffic in the distance. That's an important but often overlooked role of the WIB – using

relevant, timely data to see what "traffic" looks like ahead and all around. With our use of timely, detailed workforce intelligence and data, the WIB is better able to assist businesses with their hiring needs, and guide jobseekers into careers in demand.

Simply knowing how much traffic is ahead isn't enough, though, particularly on long trips. In response to changing conditions, sometimes plans have to change, detours are taken, and it may take a little longer to arrive at the intended destination.

The WIB's over-arching objective remains the same no matter what economic conditions prevail – to make critical workforce investments so that businesses can compete and prosper. With that in mind, the WIB will tirelessly implement its strategic vision in order to continue "Driving Economic Success."

Handwritten signature of Adam Peck in white ink.

Adam Peck

WORKFORCE INVESTMENT BOARD OF TULARE COUNTY

YOUTH COUNCIL

**Robert Alcazar, Chair**

Proteus, Inc.

**Martha Alexandros**

Tulare County Office of Education

**Randy Wallace**

Tulare County Office of Education

**Juan Guerrero**

Proteus, Inc.

**David Maciel**

College of the Sequoias

**Judy Summers**

Tulare County Probation Department

**Linda Olmedo**

Community Services & Employment Training

**Erika Betancourt**

State of California Employment Development Dept.

**Danette Franz**

Tulare County Health & Human Services Agency

**Benny Rivera**

Tulare County Office of Education/SEE

**Breanna Estes**

Tulare County Office of Education/SEE

**Jon Rector**

Henkles & McCoy Training Services

**John Kelly**

University Preparatory High School





**WORKFORCE INVESTMENT BOARD  
OF TULARE COUNTY**

**BOARD OF DIRECTORS**

**Bill DeLain, WIB Chair**  
Southern California Edison

**Gil Aguilar**  
Pine, Petrocelli & Aguilar, Inc.

**Robert Alcazar**  
Proteus, Inc.

**Jason Britt**  
Tulare County Health & Human Services

**Sandra Bullard**  
Banking, Retired

**Dr. Rosa Carlson**  
Porterville College

**Timothy Chaney**  
SEIU 1000 District President

**Kevin L. Cole**  
IBEW Local 100

**Randy Dennis**  
Fresno Fire Department

**Mike Ennis**  
Tulare County Supervisor

**Jeff Fly**  
Turning Point of Central California, Inc

**Gary Germaine**  
Land O' Lakes

**Joe Hallmeyer**  
Ken's Stakes & Supplies

**Mariann Hedstrom**  
Visalia Lumber Co.

**Ronny Jungk**  
IBEW Local 100

**Carolyn Kehrl**  
Cutler-Orosi Joint USD

**George Maness**  
Veterans Employment & Veterans  
Opportunity Day Committee

**Charles McAninch**  
Job Resource Unlimited

**Carolyn Rose**  
Community Services &  
Employment Training

**Paul Saldana**  
Tulare County EDC

**William D. Scott**  
State of California, Dept. of  
Rehabilitation

**Dr. William T. Scroggins**  
College of the Sequoias

**Tricia Stever**  
Tulare County Farm Bureau

**Jim Vidak**  
Tulare County Office  
of Education

**Barbara Waldron**  
Three Rivers Garden Art Gallery

**Harroll Wiley**  
Tri-Counties Bank

**Bobbie Wilson**  
Human Resources, Retired



WORKFORCE INVESTMENT BOARD OF TULARE COUNTY | 2010 ANNUAL REPORT

