



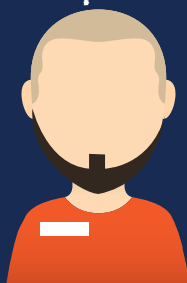
OPPORTUNITIES



RESOURCES



SKILLS





ADAM PECK

A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Adam's vision for economic growth and strategic workforce development has greatly impacted programs and partnerships at the local level and across the state. He is the Immediate Past Chair of the California Workforce Association and has served as the WIB's Executive Director for over 10 years.

HERE AT THE WIB WE ARE GRATEFUL FOR ANOTHER YEAR OF OPPORTUNITIES TO BE A CRUCIAL INTERMEDIARY AND INVESTOR IN THE DEVELOPMENT AND EXECUTION OF TALENT PIPELINE NEEDS FOR THE INDUSTRIES THAT DRIVE ECONOMIC GROWTH IN OUR COMMUNITY.

Whether through our involvement in career pathway initiatives as Innovate Tulare-Kings, our services to individuals looking for training or employment through our Employment Connection and Youth@work systems, or through training provided directly to the existing workforce in our

UpSkill Tulare County initiative, the WIB strategically invests in opportunity, in resources, and in skills so that businesses and workers in our community are able to thrive.

Investments made by the WIB alone are not enough to achieve our vision of a thriving community. Strong collaboration between workforce development, education, business, organized labor, and economic development is critical to our success and in Tulare County. We are fortunate to have partners in each of these areas who share this vision and a willingness to work together.

As the local economy continues to improve, growing businesses in our community find it harder and harder to find the skilled workers they need to grow. Consequently, it is critical that the WIB and our network of outstanding education and community partners step up to the challenge and rally around the idea that wherever the opportunity for a high-skilled job with a family-sustaining wage exists, we will collectively make sure people in our community are prepared to step up and fill that job.

HOW THE WORKFORCE INVESTMENT BOARD CULTIVATES A THRIVING ECONOMY

1 WE BRING MONEY TO THE REGION

PAGE 5

Investments in Opportunities

2 WE CONVENE INDUSTRY

PAGE 13

Investments in Resources

3 WE IDENTIFY SKILLS GAPS

PAGE 21

Investments in Skills

4 WE BROKER SOLUTIONS

5 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.

MAKING STRATEGIC INVESTMENTS

Strategic investments in the creation of opportunities, informed decision-making, and skills development help businesses compete and individuals prosper.

The **Workforce Investment Board of Tulare County (WIB)** in alignment with the **San Joaquin Valley and Associated Counties (SJVAC) Regional Plan** has prioritized six target industry sectors, focusing investments in areas of substantial growth/resurgence, greater need for innovation and training, and suggested benefit as the result of workforce/education intervention.

These strategic investments fall into one of three categories; investments in **OPPORTUNITIES**; investments in **RESOURCES**; and investments in **SKILLS**.

SAN JOAQUIN VALLEY PRIORITY SECTORS

VALUE-ADDED AGRICULTURE


GREEN ENERGY

HEALTH CARE

LOGISTICS/TRANSPORTATION

ADVANCED MANUFACTURING

CONSTRUCTION/PUBLIC
INFRASTRUCTURE



INVESTMENTS IN OPPORTUNITIES

Efforts to design, fund, and support programs that create opportunities for individuals who lack the ability to access the local labor market

EMPLOYMENT CONNECTION

AMERICA'S JOB CENTERS

3,370
INDIVIDUALS
RECEIVED
SERVICES*

17,455
DISTINCT
VISITORS

Integrated services are provided through comprehensive Employment Connection Centers in **Visalia** and **Porterville**.

The Employment Connection system in Tulare County is a fully integrated service delivery system that includes all Workforce Innovation & Opportunity Act required partners, blending the various funding sources available through federal offerings.

+20% INDIVIDUALS PARTICIPATED
IN JOB FINDING CLUBS

+38% INDIVIDUAL EMPLOYMENT
PLANS WERE CREATED



*Employment Connection Centers provide job seekers access to multiple agencies and resources under one roof. This year 3,370 individuals received career services, work-based training, and scholarships that lead to new careers.

TOTAL VISITS
TO THE EMPLOYMENT
CONNECTION CENTERS

50,998

SUCCESS STORY

Keishon came to Employment Connection through RESET's job readiness training program and quickly pieced together a combination of Employment Connection resources as a bridge to an amazing new career. Supported by WIOA career services, Expanded Subsidized Employment, and finally Prop 39 Construction Trades Multi-Craft Pre-Apprenticeship program Keishon was picked up by the Cement Mason's Union earning \$29.18 per hour.



"The program is the best! You led me to water and all I had to do was drink."

Keishon G.

YOUTH @WORK

75% of WIOA Youth funds are dedicated to serve Out-of-School Youth. This year \$1,513,729 was expended to help OSY youth, ages 16-24 gain work experience.

113 IN-SCHOOL
YOUTH SERVED

604 OUT-OF-SCHOOL
YOUTH SERVED

210
PAID WORK EXPERIENCE
OPPORTUNITIES

\$314,753
WAGES AND BENEFITS
PAID TO YOUTH

LEAP + RESET

VALUABLE PARTNERSHIPS

The WIB, in partnership with the Tulare County Sheriff's Department and Tulare County Probation Department, received funds to expand training programs + career services for individuals who are incarcerated or on probation.

LINKING TO EMPLOYMENT ACTIVITIES PRE-RELEASE

(LEAP) provides incarcerated individuals job readiness prior to release through a partnership with the Tulare County Sheriff's Department. Upon release, these individuals are linked to a continuum of services offered through Employment Connection to obtain gainful employment, increase job retention, and reduce recidivism.

46

PROVIDED PRE-RELEASE
JOB READINESS

FEB. 2016 - JUNE 2017

\$500k

RECEIVED TO LINK
PRE-RELEASE ACTIVITIES
TO JOB CENTERS

SUCCESS STORY

After making some poor choices in his life, Jason found himself answering to a judge and placed on probation. While on probation, he enrolled in RESET and was referred to the Employment Connection for individualized Career Services where he learned about a six-week Pre-Apprenticeship training program. Jason became a certified Multiple Construction Trade Pre-Apprentice and was immediately offered a job with Industrial Painting Apprenticeship earning \$13.97 an hour. He credits his success to the assistance and support he received from Probation Department and Employment Connection staff.

"The skills and abilities I learned, set me on a path to benefit me and my family."

Jason O.



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.

194

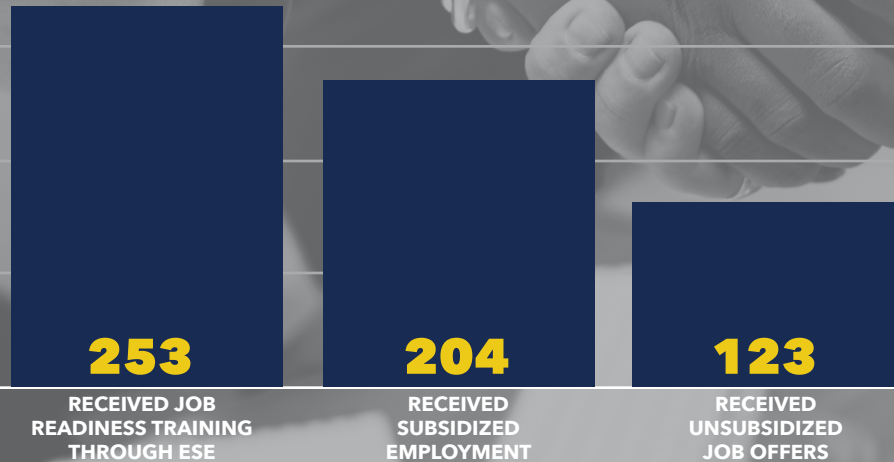
COMPLETED JOB
READINESS TRAINING

105

PLACED IN
TRANSITIONAL JOBS,
ON-THE-JOB TRAINING,
AND/OR FULL-TIME
EMPLOYMENT

EXPANDED SUBSIDIZED EMPLOYMENT

The Expanded Subsidized Employment (ESE) program is a partnership between Tulare County Health and Human Services Agency and the WIB providing CalWORKS participants with job readiness, up to six months of subsidized employment, unsubsidized employment, and additional follow-up.

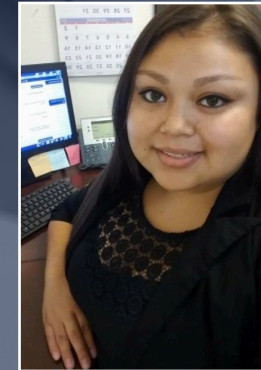


SUCCESS STORY

Years before, Laura earned a certificate of Office Administration and Medical Billing from Institute of Technology in Clovis, CA, and quickly found work as Patient Intake Clerk. Unfortunately, she lost her job in 2016 and found it difficult to find new employment. As a young mother, she was excited to find help, Laura was unemployed and surviving off of Food Stamps and public assistance when she enrolled in ESE.

"The ESE program assisted me with the tools I need to get back to work. I highly recommend this program to anyone that is receiving assistance and is trying to get back into the workforce."

Laura D.



Prepared by interview skills training, she completed an interview with Proteus and was offered a work experience opportunity as a Front Desk Receptionist. Within two months of her hire, Laura was offered a full-time employment opportunity with Proteus as an Ancillary Program Support Specialist receiving regular praise on her timeliness and eagerness to learn. A monthly follow up was conducted to ensure her career was on track. She no longer needed public assistance and she was able to provide for herself and her family which gave her a great sense of pride.

Laura currently holds a new position with Proteus as **Employment Development Associate**, receiving \$12.70 an hour and health benefits for her and her family.

PERFORMANCE

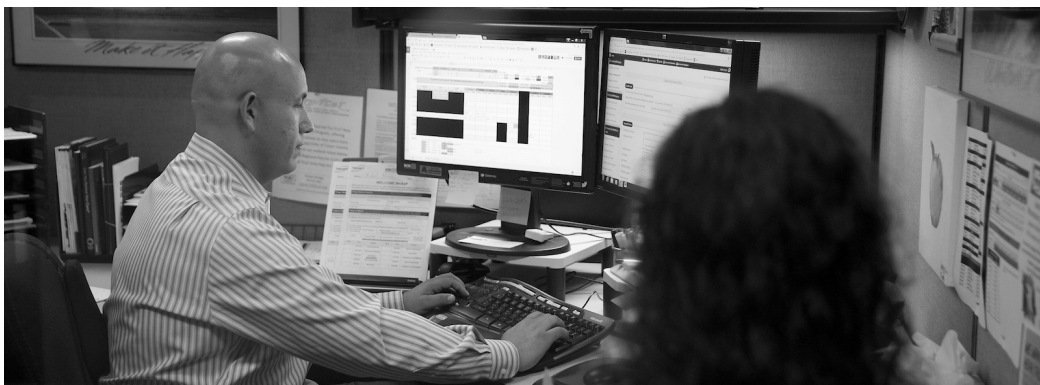
Activity	Adult	DW*	Youth
Initial Assessment	2048	1319	425
Job Finding Club	1037	126	0
Individual Counseling	798	139	74
Objective Assessment	1921	209	436
Interest and Aptitude Testing	306	43	0
Development of IEP/ISS/EDP	249	13	444
Occupational Skills Training	167	119	28
On-the-Job Training	38	34	0
Transitional Job	23	1	0
Youth Summer Employment	0	0	82

*Adult Dislocated Worker

59% ENTERED INTO
EMPLOYMENT

47% RETURNED TO SCHOOL

78% EMPLOYED, RETAINED
EMPLOYMENT FOR 12
MONTHS



INVESTMENTS IN RESOURCES

Providing data, tools, and guidance promoting informed decision making so that workers are able to move within the labor market and businesses are able to compete

RAPID RESPONSE



Rapid Response is a pro-active, business-focused, and flexible strategy designed to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers.

SERVICES INCLUDE

- 1 MEET WITH BUSINESS PERSONNEL TO PLAN BRIEFING FOR AFFECTED EMPLOYEES**
- 2 COORDINATE PARTNER SERVICES**
(Employment Connection, Employment Development Department, Keep Your Home California)
- 3 PROVIDE SERVICE BRIEFING TO AFFECTED EMPLOYEES**
- 4 FOLLOW UP WITH AFFECTED EMPLOYEES AFTER THE BRIEFING**

SERVICES PROVIDED

AFTER BEING AFFECTED BY LAYOFF

527

WORKERS

7

BUSINESSES

ADVISORY BOARDS

In place of a single board sub-committee for business services, the WIB uses multiple sector advisories that focus on closing the labor and skills gaps in the local labor market, increasing the community's opportunities to attract and retain high wage employers, and engaging regional business partners in a united effort to inspire and upskill the existing and future workforce of Tulare County.



The *Industrial Sector Advisory* involves collaboration from companies in the manufacturing, distribution, and wholesale trade sectors.

16 INDUSTRIAL PARTNERS

9 SUPPORT PARTNERS

INDUSTRIAL SECTOR ADVISORY

The Industrial Sector represents nearly **23,000 manufacturing, distribution, and wholesale trade employees**. The Advisory considers industry related initiatives, regional strategy, and early talent pipeline development. In an effort to make informed decisions that **impact the future talent pipelines of the industry**, the Advisory is active in Linked Learning and Career Pathways engagement with students in Tulare County.

CUSTOMER-CENTERED DESIGN

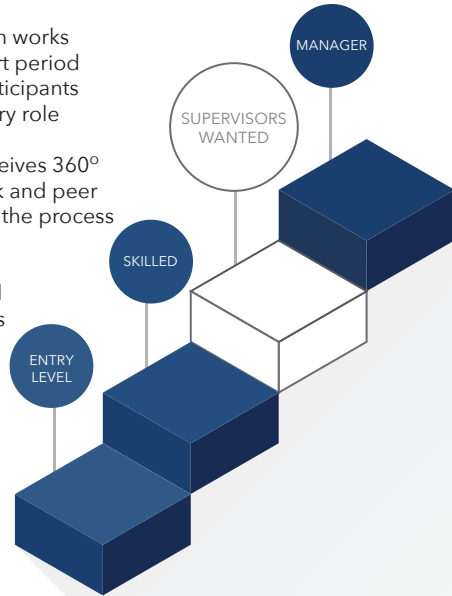
In February 2017, the WIB, partnering with College of the Sequoias, the Sequoia Adult Education Consortium, and local business, began a 7-week Customer-Centered Design challenge with the question, **“How might we put employers at the center of career pathways and sector strategies?”**

The *i3 (Internal Immersive Internship)* design project recognized that despite the enormous need to identify and prepare internal candidates for supervisory positions, many employers do not have systems in place to do so.

A CUSTOMER-CENTERED DESIGN TEAM FOCUSES ON BUILDING EMPATHY WITH THE CUSTOMERS AT THE CENTER OF THEIR DESIGN, BRAINSTORMING, BUILDING PROTOTYPES, SHARING RESULTS, AND EVENTUALLY PUTTING THEIR INNOVATIVE SOLUTION TO WORK.

HOW DOES IT WORK?

- 1 Employees apply (or are nominated) to be selected on an Immersion Team
- 2 Immersion team is selected and trained to perform supervisory duties in a cooperative learning experience
- 3 The Immersion Team works together over a short period of time, rotating participants through a supervisory role
- 4 Each participant receives 360° leadership feedback and peer support throughout the process
- 5 Pool of experienced leaders is used to fill supervisor vacancies



SUCCESS STORY

JO-ANN Fabric and Crafts Stores Distribution Center is known for using innovative training and staff development strategies, however the company had no system in place to identify and prepare internal candidates for supervisor roles.

Wanting to improve their internal recruitment strategy, JO-ANN managers invited the Customer-Centered Design team to pilot the i3 prototype with their employees. Four employees were selected to complete a four week immersive learning experience. Each week, a different participant served as department supervisor, managing tasks, communicating with management, and providing direction to the team. In addition to regular duties, each intern supervisor was presented with a special challenge designed to engage higher level leadership and problem solving. At the end of each week, participants provided valuable feedback and reviewed the lessons learned.



CREW LEADER



“The i3 experience brought the best out in our employees, helping management know who is ready for a leadership role.”

GIL, DEPARTMENT MANAGER

INNOVATE Tulare · Kings

2016-2017

11.9k
STUDENTS IMPACTED

16k
BUSINESS PARTNER HOURS

600+
STUDENT + BUSINESS INTERACTIONS

\$600k
IN-KIND CONTRIBUTIONS

INNOVATE TULARE-KINGS | ITK was established in 2013 as an employer-driven intermediary to support the Tulare-Kings Linked Learning Consortium and provide guidance for the region as we further develop our Linked Learning 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

INDUSTRY SECTOR PROJECTS AND WBL EVENTS

WBL IN ACTION
Annual convening of K-12 pathway educators and industry leaders, sharing best practices for developing high quality Work-Based Learning activities

INNOVATORS BY DESIGN
Annual convening of industry leaders and educators, developing valuable partnerships in building the talent pipeline

ENTREPRENEURSHIP CHALLENGE
Southern California Gas Company sponsored competition for student entrepreneurs

GROWING HEALTH LEADERS
Health career conference where students explore careers, meet with health professionals, and learn about college options

SUNPOWER SOLAR ENERGY ACADEMY
Week long internship experience in the solar industry sponsored by SUNPOWER International.

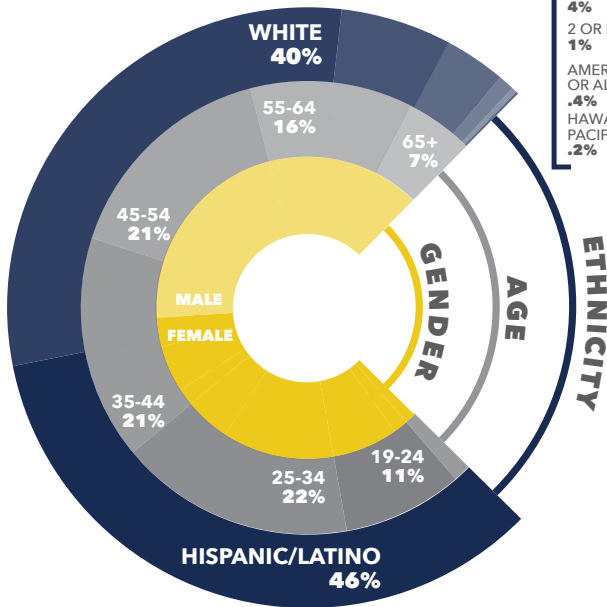
INTERNNECT
Regional internship experience led by industry and facilitated by teachers. Sponsored by Mangini and Associates.

VALUABLE PARTNERSHIPS

The **Linked Learning** approach to K-12 education integrates rigorous academics that meet college-ready standards with sequenced, high-quality career-technical education, work-based learning, and student support.

11 SCHOOL DISTRICTS
40+ LINKED LEARNING PATHWAYS

WORKFORCE DEMOGRAPHICS IN TULARE COUNTY



- ASIAN 8%
- BLACK 4%
- 2 OR MORE RACES 1%
- AMERICAN INDIAN OR ALASKA NATIVE .4%
- HAWAIIAN OR OTHER PACIFIC ISLANDER .2%

167,535

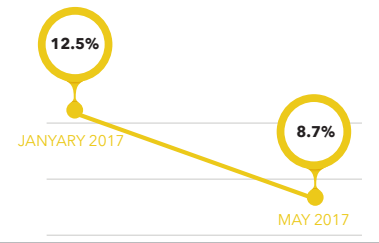
**JOBS IN
TULARE COUNTY**

\$13.80

**MEDIAN HOURLY
EARNINGS**

UNEMPLOYMENT IN TULARE COUNTY

The highest unemployment rate of the year was in January 2017, at 12.5%. May 2017 marked the lowest unemployment rate of the year at 8.7%. The proximity of the change is due to a seasonal shift in agricultural related jobs.



TULARE COUNTY LABOR SHED

VISALIA	64,749	LINDSAY	6,793
PORTERVILLE	22,639	EXETER	5,083
TULARE	20,035	WOODLAKE	2,394
DINUBA	8,988	FARMERSVILLE	1,322



INVESTMENTS IN SKILLS

UpSkilling entry level workers to meet the middle skill demands of business, promoting upward mobility in the workforce

UPSKILL TULARE COUNTY

The WIB's business engagement strategy revolves around its ability to help businesses prepare and invest in their existing workforce.



5
PARTICIPATING
BUSINESSES

38
INCUMBENT
WORKERS TRAINED

UpSkill Tulare County is a community-wide initiative focused on increasing the skills of entry level workers to meet demands of middle skilled positions. This practice encourages employers to **"grow their own"** staffing resources, while promoting upward mobility in the workplace.

NEWLY APPROVED UPSKILL TRAINING COURSES

ESSENTIAL WORKPLACE SKILLS

BASIC MATH FOR THE MANUFACTURING
INDUSTRY

CERTIFIED LOGISTICS ASSOCIATE

EMERGENCY MEDICAL TECHNICIAN (EMT)
REFRESHER COURSE

FRONT-LINE SUPERVISOR

INTRODUCTION TO LEAN SYSTEMS

PREVENTIVE CONTROLS FOR HUMAN
FOODS TRAINING

WELDING

INTRODUCTION TO COMPUTER
HARDWARE AND MAINTENANCE

INTRODUCTION TO SOURCING AND
ONBOARDING

INTRODUCTION ON WINDOWS 10

SUCCESS STORY

Electric Motor Shop and Supply Manager Rodney Wilson was having a difficult time recruiting and retaining employees who have workplace "soft skills" like communication, cell phone etiquette, tardiness, stress management, and teamwork; **"This is a skill set that is missing in our and surrounding communities for incoming and incumbent workers. When I discovered UpSkill Tulare County, I sent as many of my crew as I could."**

Electric Motor Shop and Supply sent 7 employees to the Essential Workplace Skills training, an eight week training series provided by College of the Sequoias Training Resource Center, and 3 additional employees to Front-line Supervisory training, also provided by COS.

"This training provides an opportunity for growth for my current and upcoming Supervisors, met a need of the company for internal improvement, and satisfies my desire to promote from within."

Rodney Wilson

After training, the company evaluated each participant and found that various aspects of the course affected the individuals in different ways. Improved skill levels and a shared language for expectations allowed Electric Motor Shop and Supply to revisit internal processes which boosted productivity and company morale.



Alex

OCCUPATIONAL SKILLS TRAINING

Eligible participants receive a comprehensive assessment and Individual Employment Plan helping them determine the type of training needed to attain their desired occupation.



379

SCHOLARSHIPS AWARDED

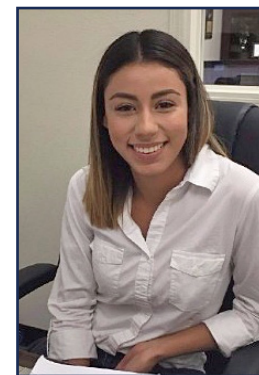
\$915K

TOTAL AMOUNT INVESTED IN SCHOLARSHIPS

SUCCESS STORY

While working as a part-time cashier, Isabel actively sought full-time employment in an office environment. However, Isabel's lack of office experience prevented her from accomplishing that goal.

Isabel enrolled in the training program at the Employment Connection where she received a scholarship to attend William Maguy School of Education's Office Automation courses. After earning a certificate, Employment Connection staff placed her in a transitional job which provided the hands-on experience she needed to land a job she was looking for. Shortly after, Haro Insurance Agency gave her that opportunity hiring Isabel as an **Insurance Processing Clerk**.



Isabel M.

INDIVIDUAL TRAINING

A list of local training providers that prepare workers for high demand occupations is made available to customers via the Eligible Training Provider List (ETPL).

231

SCHOLARSHIPS AWARDED IN HEALTHCARE OCCUPATIONS

REGISTERED NURSE, LICENSED VOCATIONAL NURSE, CERTIFIED NURSE ASSISTANTS, ETC.

\$454K IN TOTAL

148

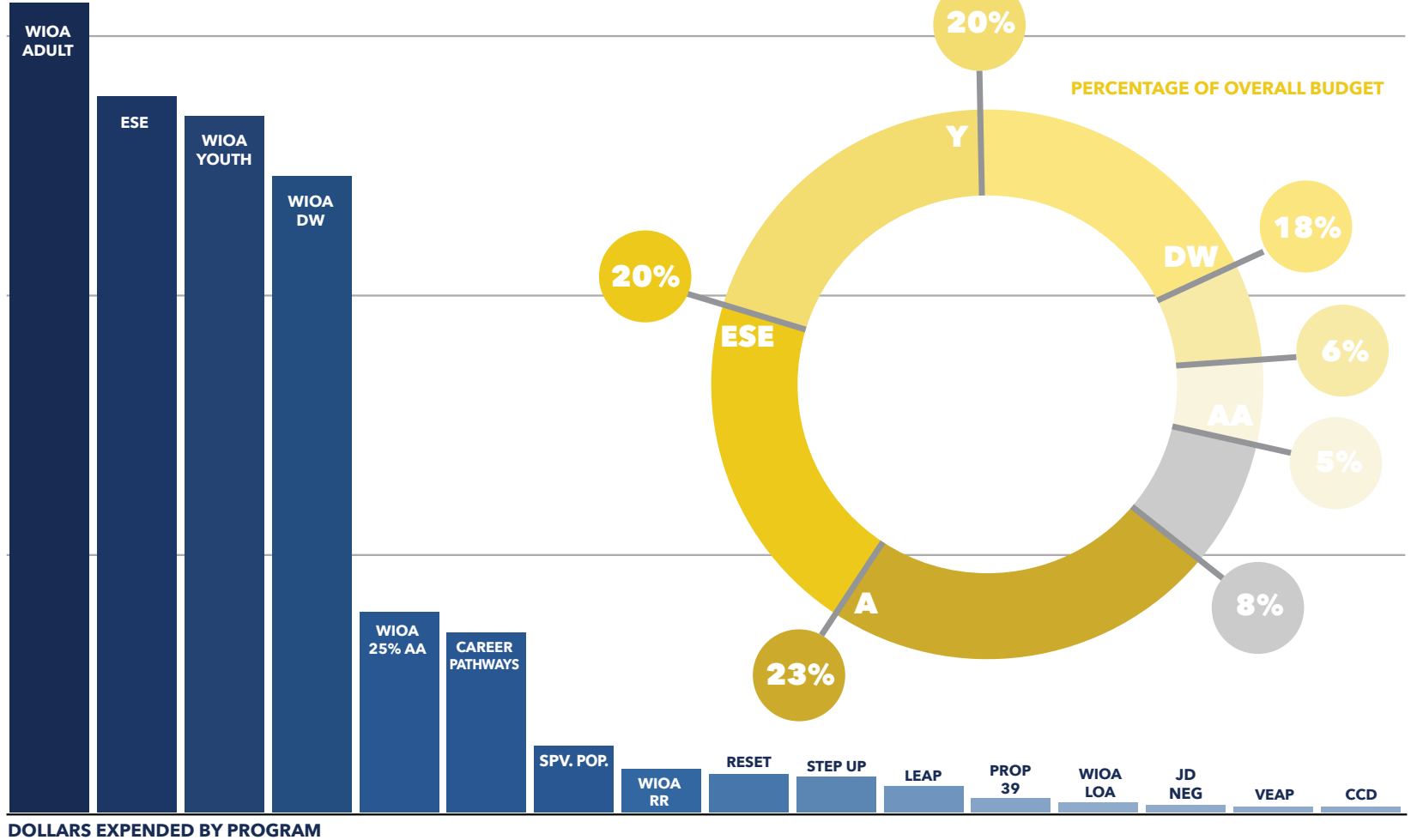
SCHOLARSHIPS AWARDED IN OTHER HIGH DEMAND OCCUPATIONS

TRUCK DRIVING, SOLAR INSTALLATION, WELDING, ACCOUNT CLERK, POST ACADEMY TRAINING (LAW ENFORCEMENT, ETC.)

\$461K IN TOTAL

FISCAL YEAR 2016-2017 EXPENDITURES BY PROGRAM

WIOA ADULT (A)	\$2,344,615
EXPANDED SUBSIDIZED EMPLOYMENT (ESE)	\$2,073,190
WIOA YOUTH (Y)	\$2,018,305
WIOA DISLOCATED WORKER (DW)	\$1,842,603
WIOA 25% ADDITIONAL ASSISTANCE	\$583,183
CAREER PATHWAYS (CCPT)	\$523,566
SUPERVISED POPULATION (SPV. POP.)	\$196,323
WIOA RAPID RESPONSE	\$174,111
RESET	\$129,119
STEP UP #LEAD	\$108,893
LEAP	\$80,471
PROP 39	\$44,886
WIOA LAYOFF AVERSION	\$33,190
JD-NEG	\$25,692
ASSISTANCE PROGRAM (VEAP)	\$20,346
WIOA 25% CCD PROJECT	\$19,873
TOTAL	\$10,160,402



The
**WORKFORCE
INVESTMENT
BOARD** of
TULARE
COUNTY



from left to right

Kerry Hydash, Chair
Family HealthCare Network

Harroll Wiley, Vice Chair
Bank of the Sierra

Joe Hallmeyer, Treasurer
Ken's Stakes and Supplies



Gil Aguilar
Pine, Pedroncelli, & Aguilar, Inc.

Randy Baerg
Warren & Baerg Manufacturing

Tricia Stever Blattler
Tulare County Farm Bureau

Ronny Jungk
IBEW Local 100



David Pena
SMW Local #104

Lowell Richardson
California Daries Inc.

Robert Kleyn
Department of Rehabilitation

Shelly Tarver
*Employment Development
Department*

Not Pictured:

Stan Carrizosa
College of the Sequoias

Mike Ennis
Tulare County Board of Supervisors

Yolanda Valdez
Cutler-Orosi JUSD

Colby Wells
Southern California Gas Co.

APPRECIATION

IT'S AN HONOR TO RECOGNIZE BILL DELAIN FOR HIS MANY YEARS OF DEDICATED SERVICE TO THE BUSINESSES AND WORKERS OF TULARE COUNTY.

Bill's steady and consistent leadership at the WIB has enabled the organization to be a nationally-recognized leader in the field of workforce development. A native of Covina, Bill graduated from USC and began working at Southern California Edison (SCE), where he worked in a variety of positions in his 30-year career. In 1991, Bill moved to Visalia with his wife Cindy and their two daughters to accept a position in the customer service division of SCE.

It didn't take long for Bill to engage in workforce and economic development efforts in our community. He served on the Tulare County Workforce Coalition, which led the first School-to-Career initiative in Tulare County. In August of 2001, the Tulare County Board of Supervisors appointed Bill as Chair of the WIB, a position he continuously held until June of 2017, when he and Cindy moved to Paso Robles.



William DeLain
Workforce Investment Board of Tulare County Chair
2001-2017

Bill led the WIB through several critical transitions, most recently leading the organization's implementation of the Workforce Innovation & Opportunity Act. Throughout his tenure, Bill pressed for a workforce development system in Tulare County that was business-led and demand driven.

Bill's leadership extended beyond Tulare County's borders. For several years, he served as the sole WIB Chair on the Executive Committee of the California Workforce Association and was recognized as a leader

in workforce development across the State and Nation. The WIB is able to function as a critical intermediary between businesses and workers, between economic development and educational investments because of Bill DeLain's two decades of leadership in this community.

THE WIB'S STAFF, BOARD OF DIRECTORS, AND PARTNERS THROUGHOUT TULARE COUNTY WILL BE FOREVER GRATEFUL THAT BILL GAVE HIS TIME AND TALENTS IN SERVICE OF THE LOCAL ECONOMY AND ITS WORKERS.

RESOURCE DIRECTORY

WIB OFFICE

309 W. Main St., Ste. 120
Visalia, CA 93291
559.713.5200

EMPLOYMENT CONNECTION CENTERS

Visalia 4025 W. Noble Ave
Visalia CA, 93277
559-713-5000

Porterville 1063 W. Henderson
Porterville, CA 93257
559-788-1400

AFFILIATE SITES

Dinuba *Proteus*
400 W. Tulare Ave, Ste C
Dinuba, CA 93618
559-591-5701

Tulare *CSET*
304 E. Tulare Ave.
Tulare, CA 93274
559-684-1987

PARTNER AGENCIES

College of the Sequoias

Porterville College

Community Services Employment Training

CA Employment Development Department

Tulare County Health & Human Services Agency

Job Corps

Proteus, Inc.

California Department of Rehabilitation

Tule River Indian Tribal Council

Workforce Investment Board of Tulare County

Sequoias Adult Education Consortium

Visalia Adult School

Tulare Adult School

Cutler-Orosi Unified School District

Porterville Adult School

Tulare County Office of Education -
Ticket-to-Work

Porterville Sheltered Workshop

The
**WORKFORCE
INVESTMENT
BOARD** *of*
TULARE
COUNTY

309 W. MAIN ST. SUITE 120
VISALIA, CALIFORNIA 93291
559.713.5200
WWW.TULAREWIB.ORG