



WORKFORCE DEVELOPMENT BOARD OF SOLANO COUNTY

Executive Committee Meeting

Tuesday, March 12, 2024

3:00 p.m. – 4:00 p.m.

Location:

500 Chadbourne Road, Suite A

Fairfield, CA 94534



WORKFORCE DEVELOPMENT BOARD

OF SOLANO COUNTY

EXECUTIVE COMMITTEE

Tuesday, March 12, 2024

3:00 p.m. – 4:00 p.m.

500 Chadbourne Road, Suite A

Fairfield, CA 94534

MEETING AGENDA

- I. Welcoming/Convening**
- II. Agenda Changes and/or Deletions**
- III. Public Comment** - *Public comments on agenda items and items under the jurisdiction of the Committee shall be made at this time. A time limit of 3 minutes may be imposed. No action may be taken on non-agenda items.*
- IV. Closed Session**
 - A. Pursuant to §54957.6(a) Review of Proposed Employee Retirement Plan – 2023 Employer Contribution
 - B. Pursuant to §54956.9(a) Existing Litigation (1 case)
 - C. Pursuant to §54957.6(b)(1) Review of Upcoming Collective Bargaining Agreement Negotiations
 - D. Pursuant to §54957.6(a) Discussion Regarding Employee Matters
- V. Open Session**
 - A. Pursuant to §54957.6(a) Report on any Action Resulting from Closed Session
 - B. Pursuant to §54956.9(a) Report on any Action Resulting from Closed Session
 - C. Pursuant to §54957.6(b)(1) Report on any Action Resulting from Closed Session
 - D. Pursuant to §54957.6(a) Report on any Action Resulting from Closed Session
- VI. Action Items**

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A. Approval of the May 5, 2023, Meeting Minutes	1
B. Review and Approval of a Contract with the Student Conservation Association, Inc. for Climate Transition Summer Youth Work Experience for an Amount Not to Exceed \$130,484.03, funded by the American Rescue Plan Act, and for Recommendation to the Full Board	3
C. Review and Approval of a Contract with LifeSpace to Develop and Launch a Research Associate Training for an Amount not to Exceed \$155,278, funded by the American Rescue Plan Act, to Give Authority to the Executive Director to Finalize the Contract, and for Recommendation to the Full Board	11
D. Review and Approval of the Contract with Lightcast for Career Mapping Services for an Amount Not to Exceed \$90,000, funded by the American Rescue Plan Act, Give Authority to the Executive Director to Finalize the Contract, and for Recommendation to the Full Board	17
E. Review and Approval of the Nonprofit Infrastructure Grant Program Funding Agreement for Recommendation and Presentation of the Finalized Funding Agreements to the Full Board	42
- VII. Discussion**
 - A. California Workforce Association Action Planning Session Debrief and Next Steps
- VIII. Adjournment**

Note: The next Executive Committee will be scheduled at a later time.

ACTION ITEMS



MINUTES
EXECUTIVE COMMITTEE MEETING
May 4, 2023

I. Welcoming/Convening

Chair, Fadi Halabi, called the meeting to order at 1:46 p.m. Quorum was established.

Members Present: Chris Churchill, Mario Giuliani, Fadi Halabi

Members Absent: Mary Dugbartey, Megan Richards

Staff Present: Heather Henry, Lauren Bender, Tammy Gallentine

II. Agenda Changes and/or Deletions - There were no changes to the agenda.

III. Public Comment - There were no public comments.

IV. Closed Session

At 1:47 p.m., Mr. Halabi closed the public meeting and adjourned into a closed session.

A. Pursuant to §54957.6(b)(1) Annual Evaluation of the WDB’s President/Executive Director, Heather Henry

B. Pursuant to 54957.6(a) Discussion Regarding Employee Matters

V. Reconvene Open Session

At 2:42 p.m., the public meeting was reconvened.

A. Pursuant to §54957.6(b)(1) Report on any Action Resulting from Closed Session

B. Pursuant to §54957.6(a) Report on any Action Resulting from Closed Session

There was no action taken by the Committee.

VI. Action Items

A. Approval of the February 9, 2023 Meeting Minutes

MOTION #1

A motion was made and seconded to approve the meeting minutes as presented.

(Giuliani/Churchill) MOTION PASSED UNANIMOUSLY

B. Approval for an Amendment to Increase the Current Contract Amount with Resource Development Associates, Inc. for Additional Services for an Amount Not to Exceed \$13,000; Give President/Executive Director Signature Authority, and Authority to Make Administrative Changes, as Needed

Ms. Henry gave a brief overview of agenda item VII.B, which was included as part of the agenda package and incorporated herein, noting RDA had completed more work than planned. To continue the regional work, additional funds are needed.

MOTION #2

A motion was made and seconded to approve the amendment, as presented.

(Giuliani/Churchill) MOTION PASSED UNANIMOUSLY

C. Review and Approval for a Contract with Foundation for California Community Colleges to Serve as Employer of Record for Work Experience Clients up to \$139,279, and for Recommendation to the Full Board

Due to timing, this item will be presented to the full Board at the next meeting.

D. Review and Approval for a 2nd Year Contract Renewal with First Place for Youth as the Workforce Innovation and Opportunity Act (WIOA) Youth Program Services Provider for an Amount to Exceed \$176,495, and for Recommendation to the Full Board

Due to timing, this item will be presented to the full Board at the next meeting.

E. Review and Approval of the Concept of a Contract with California Employer Association; Allow Staff to Enter into Contract Negotiations for an Amount up to \$100,000; and for Recommendation and Presentation of Finalized Contract to the Full Board

Due to timing, this item will be presented to the full Board at the next meeting.

VII. Discussion

A. Board Retirement(s) and Officer Elections

Due to timing, this item will be discussed at the next Board meeting.

VIII. Adjournment

The meeting was adjourned at 2:49 p.m.

Respectfully submitted by:



Tammy Gallentine, Executive & Board Support Specialist



WORKFORCE DEVELOPMENT BOARD
OF SOLANO COUNTY

AGENDA SUBMITTAL

SUBJECT Review and Approval of the Contract with the Student Conservation Association, Inc. for Climate Transition Summer Youth Work Experience for an Amount Not to Exceed \$130,484.03, funded by the American Rescue Plan Act, and for Recommendation to the Full Board	MEETING DATE March 12, 2024	AGENDA ITEM VI.B
FROM Heather Henry, President/Executive Director	ACTION REQUIRED YES ✓ NO	ATTACHMENTS A

RECOMMENDATION

Staff is recommending the Executive Committee review and approve, for recommendation to the full Board, the contract with Student Conservation Association (SCA) to provide Climate Transition Youth Work Experience services for the period of June 1, 2024, through August 31, 2024, not to exceed \$130,484.03. This contract will be funded under the American Rescue Plan Act (ARPA).

As part of this agenda item, Attachment A includes the Cover Page, Scope of Work (Exhibit A), and Budget (Exhibit B). The contract General Terms and Conditions (Exhibit C) and ARPA Special Terms and Conditions (Exhibit D) remain the standard exhibits and therefore are not included in the attachment.

BACKGROUND

On April 3, 2023, the Workforce Development Board (WDB) of Solano County published and distributed the Climate Transition Summer Youth Work Experience Program Request for Quotes (RFQ) to local and regional organizations that provide work experience programs; as well as posted the RFQ on the WDB website. The deadline for proposal submissions was April 14, 2023.

Staff received one proposal, from the Student Conservation Association. On April 19, 2023, staff met to discuss the proposal and make a recommendation for a Work Experience Provider. Based on the WDB’s Procurement Policy, in compliance with Federal, state, and local guidelines this procurement is deemed a failed procurement as it did not secure a minimum of two responsive offers. A sole source recommendation was presented to, and approved by, the Executive Director.

Staff conducted a threshold review of the proposal submitted by Student Conservation Association and determined the proposal met the minimum qualifications for contract consideration. Staff completed evaluation of Student Conservation Association’s proposal. Based on the proposal submitted, evaluation, and score Student Conservation Association had met WDB’s specifications and needs described in the RFQ.

The final contract was approved at the May 19, 2023, Board meeting. After successful completion of the summer program, as outlined in the initial contract, and with available funding remaining, staff

would like to offer the Climate Transition Summer Youth Work Experience program through Student Conservation Association once again.

This program will now offer work experience for up to 12 youth with an increase of wages to \$17.60 per hour.

ALTERNATIVES

While not recommended, the Committee could direct staff to re-issue a new Request for Quote for a climate transition summer youth work experience provider to see if a larger number of quotes would be submitted. However, the services provided by the selected vendor met staff’s expectations. Direction to re-issue procurement would also lead to delays in providing a climate transition work experience for summer 2024.

AGENCY BUDGET IMPACT

The WDB’s FY2023-24 budget will include the necessary funding to cover the cost of this contract through American Rescue Plan Act (ARPA) industry-based job training funding.

REPORT PREPARED BY

Heather Henry, President/Executive Director. Please contact Heather Henry at 707-863-3501 if you have any questions regarding the information outlined in this report.

SERVICE AGREEMENT CONTRACT



For WDB Use Only
Contract No. PY-23-007

1. This Contract is entered into between the Workforce Development Board (WDB) of Solano County and The Student Conservation Association Inc. (“Contractor”) for American Recovery Plan Act (ARPA) Climate Transition Youth Work Experience Services
2. The term of this Contract is: June 1, 2024 through August 31, 2024
3. The Maximum amount of this contract is: \$130,484.03

The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of this Contract:

- Exhibit A – Scope of Work
- Exhibit B – Budget Detail and Payment Provisions
- Exhibit C – General Terms and Conditions
- Exhibit D – ARPA Special Terms and Conditions

APPROVED FOR THE WORKFORCE DEVELOPMENT BOARD (WDB)

BY: _____
(Signature, WDB’s Duly Authorized Representative)
NAME: Heather Henry
TITLE: President/Executive Director
DATE: _____

ADDRESS:
500 Chadbourne Rd, Suite A
Fairfield, CA 94534
(707) 864-3501

APPROVED BY THE STUDENT CONSERVATION ASSOCIATION, INC. (SCA)

BY: _____
(Signature, SCA’s Duly Authorized Representative)
NAME: Barbara Gonzalez-McIntosh
TITLE: Chief Counsel
DATE: _____

ADDRESS:
1310 N. Courthouse Road, Suite 110
Arlington, VA 22201
(571) 895-1850

Approved as to Form:

Solano County Counsel

APPROVED FOR SOLANO COUNTY

BY: _____
(Signature)
NAME: William Emlen
TITLE: County Administrator
DATE: _____

ADDRESS: 675 Texas Street, Suite 6500
Fairfield, CA 94533
707-784-6100

EXHIBIT A SCOPE OF WORK

I. SERVICE DELIVERY

A. GENERAL EXPECTATIONS OF THE CONTRACTOR

1. Provide an engaging summer work experience to targeted Solano County young adults;
2. Follow American Rescue Plan Act (ARPA) and Workforce Development Board (WDB) of Solano County’s programmatic and administrative guidelines.
3. Leverage community resources and collaborative community partnerships to support young adults enrolled in services.
4. Document and communicate project progress in a reliable, professional, and responsible manner.

B. SERVICE ACTIVITIES

Contractor will provide the service activities as outlined below to accomplish the goal of the ARPA Climate Transition Summer Youth Work Experience Program:

1. ***Work Experience Supervision*** – Deliver a five-week work experience for 12 high school aged youth performing duties at various work sites in Solano County with a focus on climate transition. Participants will be supervised at work sites from Monday to Thursday from 9:00 a.m. to 4:00 p.m., with a one-hour lunch from 12:00pm to 1:00pm. On Fridays, youth will attend workshops from 9:00 a.m. to 1:00 p.m. for a total of 28 hours per week.

The duration of the work experience will be five weeks starting and ending on a mutually agreed upon date, anticipated to be July 1, 2024 – August 2, 2024.

Supervision of twelve (12) youth will be conducted by two (2) Contractor-selected supervisors.

2. ***Employer of Record Services*** – Contractor will serve as the employer of record for up to twelve (12) youth participants for five (5) weeks with wages of \$17.60 per hour. Employer of record services will include HR onboarding of employees, management of mandated fringe benefits, workers’ compensation, and tracking and implementation of applicable California HR timelines and regulations.
3. ***Safety and Equipment Training*** – Contractor will provide training to participants prior to related worksite activities on the use of tools and personal protective equipment. Contractor will provide on-site risk management to help reduce, train, and respond to safety issues in the field.
4. ***Work-Site and Workshop Assistance*** – Contractor will partner with the WDB to select worksites, deliver workshops highlighting climate transition careers, vocational development, and connection to community.
5. ***Barrier Reduction Services*** – Contractor will provide transportation for participants to and from the selected worksites and workshop locations to reduce the barrier of transportation. Contract will provide tools, appropriate apparel, and safety equipment for working in all-weather outdoor conditions.

6. Contractor will support collection of registration, completion, credential, and other performance data documentation per agreed-upon guidelines.

II. CONTRACTOR RESPONSIBILITIES

A. AVAILABILITY TO PERFORM SERVICES

1. Contractor will:

- a. Deliver program services in accordance with the negotiated scope of work and budget;
- b. Provide and train qualified staff to plan and administer the contracted services;
- c. Provide program sustainability for duration of the Contract;
- d. Provides services during business days and/or hours appropriate to program participants' needs;
- e. Provide internal monitoring and oversight of program activities and requirements;
- f. Guarantee that all program services provided are readily accessible to eligible individuals and meet Americans with Disabilities Act (ADA) and Equal Opportunity requirements; and
- g. Provide services that adhere to all applicable policies and procedures promulgated by the WDB, the County of Solano, and the Department of Treasury relating to contractor duties and responsibilities pursuant to the terms and conditions of this Contract.

B. HOURS OF OPERATIONS

Contractor shall offer its services on a provided schedule from Monday through Friday or based on the need and availability of the targeted population to be served.

C. CONTRACTOR'S RESOURCES

Contractor will implement and coordinate services and provide all necessary instructions, supervision, and supplies for program activities. Contractor shall maintain sufficient resources, including computer technology, to deliver the services and perform necessary administrative functions throughout the term of this contract.

D. CONFIDENTIALITY

All correspondence, communication and reporting mechanisms will adhere to WDB policies to safeguard the client's confidentiality. No information that would personally identify the individual may be included in email correspondence. See *WDB 2018-01 Use and Confidentiality of Participant Personally Identifiable Information (PII) Policy* for further details.

E. COMMUNICATION AND MATERIALS

The Contractor will maintain regular communication with WDB staff. As part of this communication, the Contractor must inform the WDB of any special events under the ARPA umbrella of services prior to implementation.

Any documents connected with the contract and that use Contractor funds from the WDB must include the logo of the County of Solano, as well as the statement "Made possible by the funding from the County of Solano." Appropriate documents include websites, news releases, brochures, newsletters, flyers, advertisements, public service announcements, posters, and any other public communication items. In addition, appropriate accessibility and accommodation information must be included in printed and digital collateral materials.

F. DOCUMENTATION AND RECORDS

The WDB and County of Solano shall have full and free access to any project documents and records at all times during normal business hours, including the right to inspect, copy, audit, and make records from such records. Such records shall be maintained for a period of three (3) years following completion of the services hereunder, and the WDB and the County of Solano shall have access to such records in the event an audit is required.

All reports, records, documents, and other materials prepared by the Contractor in the performance of this contract shall be the property of the WDB and shall be delivered upon request of the WDB. Contractor shall have no claim for further employment or additional compensation as a result of the exercise by the WDB of its full rights of ownership of the documents and materials hereunder. Contractor may retain copies of such documents for its own use and shall have an unrestricted right to use the concepts embodied therein.

G. REPORTING REQUIREMENTS

Contractor shall work with the WDB to support any participant or project reporting requirements for services provided to participants as part of this Contract. All services being offered to participants will be entered into CalJOBS and reviewed by WDB staff on a regular basis. The Contractor will provide project updates and reports in a format and timeline mutually agreed upon by the WDB and Contractor.

H. OUTCOMES

Contractor will provide work experience services for up to 12 clients over the course of the contract from June 1, 2024 – August 31, 2024.

III. WDB RESPONSIBILITIES

The WDB staff will be responsible for the following:

1. Provide project enrollment, case management, data entry, documentation maintenance, and outcome tracking for participants entering project activities;
2. Evaluate and monitor the management and operations of all programs funded by the WDB, including:
 - Annual ADA, equal opportunity, and accessibility compliance reviews;
 - Periodic review of accurate expenditures against cost categories and within cost limitations specified in ARPA regulations;
 - Periodic review of programmatic delivery and documentation compliance.
3. Provide technical assistance to Contractor staff in the areas of ARPA compliance;
4. Inform Contractor of Federal, State, and local policies and procedures that may impact the operations of the program, and give assistance as needed to implement them accordingly;
5. Ensure compliance with all rules, regulations, and policies issued under ARPA; and
6. Process payments for services.

The roles and responsibilities of the WDB and Contractor may be refined and changed due to changes in Federal, State or Local law, regulations, or policies relating to ARPA upon written notification and in accordance with section 13 and 26 in Exhibit C.

**EXHIBIT B
 BUDGET DETAIL AND PAYMENT PROVISIONS**

BUDGET SUMMARY (Cost Categories)	Year One (6/24 – 8/24)	TOTAL
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PERSONNEL <i>(Includes Salary + Benefits)</i>		
Onsite Supervisor Salary and Benefits	\$25,006.79	\$25,006.79
Program Development and Oversight	\$22,659.65	\$22,659.65
SUBTOTAL PERSONNEL:	\$47,666.44	\$47,666.44

PARTICIPANT COSTS		
Participant Wages	\$31,680.00	\$31,680.00
Participant Fringe Benefits	\$3,168.00	\$3,168.00
Participant Equipment and Supplies	\$1,210.00	\$1,210.00
Participant Training	\$550.00	\$550.00
Participant Transportation Costs	\$7,800.00	\$7,800.00
SUBTOTAL TRAINING COSTS:	\$44,408.00	\$44,408.00

PROGRAM OPERATING COSTS		
Professional Development	\$2,200.00	\$2,200.00
Cell Phone Reimbursement	\$270.00	\$270.00
Operating Expenses – participant employer of record processing, participant and supervisor recruiting costs, supervisor equipment, onsite risk management	\$11,056.00	\$11,056.00
Staff Travel	\$1,900.00	\$1,900.00
SUBTOTAL OPERATING COSTS:	\$13,131	\$13,131

ADMINISTRATIVE COSTS		
Administrative Costs (21.38%)	\$22,983.59	\$22,983.59

CONTRACT TOTALS:	\$130,484.03	\$130,484.03
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1. The WDB agrees to pay the Contractor for services upon the presentation of an appropriate invoice and documents supporting the deliverables as defined in the Scope of Work to be performed. The Contractor shall submit monthly invoices detailing work performed for each deliverable detailed in the Scope of Work (Exhibit A) and amount payable to the WDB’s Executive Director/President, or designee. Monthly invoices for payment should be submitted to the WDB by the 15th day of the subsequent month. The payment shall be made only after the services required under this contract have been performed to the satisfaction of the Executive Director/President or designee, and the deliverables described in Exhibit A, Scope of Work have been accepted in writing by the Executive Director/President or his/her designee.
2. Contractor must request approval for transfers between budget line items, which are set forth in Exhibit B (Budget Summary) when the cumulative amount of such transfers exceed 10% of the budget cost category total amount. Requests for transfers between budget line items must be presented to the WDB in writing, which

approval may be withheld in the sole and absolute discretion of WDB. WDB may authorize the addition of budget line items for transfers under this section, provided that the line item added does not substantially change the scope of services to be provided under this Contract and does not increase the total contract amount.

3. Contractor shall provide any additional documentation as required by WDB at any time in order to substantiate Contractor's claims for payment. WDB may elect to withhold payment for failure by Contractor to provide such documentation required by WDB.
4. Contractor must maintain backup documentation onsite that supports the financial data submitted to the WDB. Contractor shall make this backup documentation available upon request of the WDB.
5. Allowable operating expenses are defined as necessary expenditures exclusive of personnel salaries, benefits, equipment, or payments to subcontractors. Such expenses include specific items directly charged to the project. The expenses must be grant-related (i.e., to further the program objectives as defined in the grant award) and be incurred (realized) during the grant period. County reserves the right to make the final determination if an operating expense is allowable and necessary.
6. The maximum payment under the terms of this contract shall under no circumstances, exceed **\$130,484.03** for the related expenses unless this contract is modified in accordance with Section 26 in Exhibit C.



WORKFORCE DEVELOPMENT BOARD
OF SOLANO COUNTY

AGENDA SUBMITTAL

SUBJECT Review and Approval of the Contract with LifeSpace Labs to Develop and Launch a Research Associate Training for an Amount Not to Exceed \$155,278, funded by the American Rescue Plan Act, to Give Authority to the Executive Director to Finalize the Contract, and for Recommendation to the Full Board	MEETING DATE March 12, 2024	AGENDA ITEM VI.C
FROM Heather Henry, President/Executive Director	ACTION REQUIRED YES ✓ NO	ATTACHMENTS A

RECOMMENDATION

Staff is recommending the Executive Committee review and approve, and to give authority to the President/Executive Director to finalize the contract, for recommendation to the full Board, the contract with LifeSpace Labs to Develop and Launch a Research Associate Training, not to exceed \$130,484.03. This contract will be funded under the American Rescue Plan Act (ARPA). The contract term will be April 1, 2024 – September 30, 2024.

As part of this agenda item, Attachment A includes the Cover Page, Scope of Work (Exhibit A), and Budget (Exhibit B). The contract General Terms and Conditions (Exhibit C) and ARPA Special Terms and Conditions (Exhibit D) remain the standard exhibits and therefore are not included in the attachment.

BACKGROUND

Under the ARPA Industry-Based Job Training initiative, the Workforce Development Board (WDB) of Solano County will engage in a contract to support biomanufacturing training initiatives. After working with stakeholders and training providers, a key element to grow the biomanufacturing and related industry in the Vacaville area is to provide opportunities to enter research and development, using new techniques and equipment in DNA sequencing.

The WDB engaged LifeSpace Labs in the project. LifeSpace Labs is located near prominent biotech companies, Solano Community College, and UC Davis. Spanning approximately 8,500 square feet, their facility boasts amenities, including wet and dry laboratories, office space, an indoor cultivation lab, and a warehouse. Their mission revolves around fostering the growth of startups and established companies in the region. In doing so, they play a pivotal role in generating employment opportunities and propelling the bioeconomic transformation of the region. As these companies evolve and transition from research and development stages to full-scale biomanufacturing, they become vital contributors to the sustained bioeconomic growth in our community.

LifeSpace Labs, in partnership with DeepStack Bio, plan to bring a bioinformatics and DNA sequencing capabilities, a needed element to grow the biomanufacturing economy, to Solano County.

DeepStack Bio is a biotech startup specializing in computational biology and Artificial Intelligence (AI) / Machine Learning (ML) modeling built around laboratory operations. DeepStack benefits from extensive experience across biotech industry sectors, including biopharma, therapeutics, synthetic biology, diagnostics, AgBio, and ClimateBio. A key focus is providing scientific, computational, and engineering support to biotech startups, including through Berkeley SkyDeck, a startup incubator affiliated with UC Berkeley.

DeepStack is committed to bringing its scientific expertise in sequencing, laboratory operations, and biotech R&D to support the growth of the biotech industry in Solano County. Drawing on university-level teaching experience as well as a robust background in industry, DeepStack is firmly positioned to develop exemplary job training programs to benefit Solano County workers and employers involved in biotech R&D. DeepStack also brings critically needed scientific expertise to ensure that R&D laboratory operations meet the scientific needs of the growing Solano County R&D community.

Given the experience of LifeSpace Labs and DeepStack Bio in the industry, they recognize the need to develop research and development talent in Solano County. As such, a sole source recommendation was presented to, and approved by, the Executive Director given the uniqueness of the services provided.

ALTERNATIVES

While not recommended, the Committee could direct staff to issue a new Request for Quote for a research and development training provider centered on DNA sequencing to see if quotes would be submitted. However, the services provided by the selected vendor met staff's expectations. Direction to issue procurement would also lead to delays in providing training under the ARPA timeline.

AGENCY BUDGET IMPACT

The WDB's FY2023-24 and FY2024-25 budget will include the necessary funding to cover the cost of this contract through American Rescue Plan Act (ARPA) industry-based job training funding.

REPORT PREPARED BY

Heather Henry, President/Executive Director. Please contact Heather Henry at 707-863-3501 if you have any questions regarding the information outlined in this report.

**EXHIBIT A
SCOPE OF WORK****I. SERVICE DELIVERY****A. GENERAL EXPECTATIONS OF THE CONTRACTOR**

1. Develop a hands-on Research Associate Training Program strategically designed to address the training needs of the transitioning workforce, community college students, and higher education professionals.
2. Follow American Rescue Plan Act (ARPA) and Workforce Development Board (WDB) of Solano County’s programmatic and administrative guidelines.
3. Document and communicate project progress in a reliable, professional, and responsible manner.

B. SERVICE ACTIVITIES

Contractor will provide the service activities as outlined below to accomplish the goal of the ARPA Industry-Based Job Training initiative. Target population: undergraduate and graduate students and professionals currently employed inside and outside the life sciences sector.

1. ***Development of Training Modules*** – Developing of training modules to build industry-recognized skills in research and development for entry-level positions. Training modules will include the following components:

- Standard Operating Protocols (SOPs)
- Hands-on, experiential learning using real-world sequencing projects and diverse laboratory operations
- Skills assessments
- Online training tools to support learning of modules

Key competencies emphasized include the ability to independently conduct experiments, encompassing sample processing and instrument operation, and contribute to result interpretation and the design of subsequent experiments within a collaborative scientific team.

Modules will include sampling, sample processing and library preparation methods, sequencing using state-of-the-art instruments, sequencing bioinformatics, hypothesis testing and data analysis, and scientific communication and documentation.

2. ***Mentorship*** – development of mentorship opportunities for participants to engage with research and development professionals.
3. ***Pilot Training*** – Contractor will launch a pilot training cohort to test the functionality and effectiveness of the training modules and mentorship development.
4. Contractor will support collection of registration, completion, credential, and other performance data documentation of participants per agreed-upon guidelines.

II. CONTRACTOR RESPONSIBILITIES

A. AVAILABILITY TO PERFORM SERVICES

1. Contractor will:

- a. Deliver program services in accordance with the negotiated scope of work and budget;
- b. Provide and train qualified staff to plan and administer the contracted services;
- c. Provide program sustainability for duration of the Contract;
- d. Provides services during business days and/or hours appropriate to program participants' needs;
- e. Provide internal monitoring and oversight of program activities and requirements;
- f. Guarantee that all program services provided are readily accessible to eligible individuals and meet Americans with Disabilities Act (ADA) and Equal Opportunity requirements; and
- g. Provide services that adhere to all applicable policies and procedures promulgated by the WDB, the County of Solano, and the Department of Treasury relating to contractor duties and responsibilities pursuant to the terms and conditions of this Contract.

B. HOURS OF OPERATIONS

Contractor shall offer its services on a provided schedule from Monday through Friday or based on the need and availability of the targeted population to be served.

C. CONTRACTOR'S RESOURCES

Contractor will implement and coordinate services and provide all necessary instructions, supervision, and supplies for program activities. Contractor shall maintain sufficient resources, including computer technology, to deliver the services and perform necessary administrative functions throughout the term of this contract.

D. CONFIDENTIALITY

All correspondence, communication and reporting mechanisms will adhere to WDB policies to safeguard the client's confidentiality. No information that would personally identify the individual may be included in email correspondence. See *WDB 2018-01 Use and Confidentiality of Participant Personally Identifiable Information (PII) Policy* for further details.

E. COMMUNICATION AND MATERIALS

The Contractor will maintain regular communication with WDB staff. As part of this communication, the Contractor must inform the WDB of any special events under the ARPA umbrella of services prior to implementation.

Any documents connected with the contract and that use Contractor funds from the WDB must include the logo of the County of Solano, as well as the statement "Made possible by the funding from the County of Solano." Appropriate documents include websites, news releases, brochures, newsletters, flyers, advertisements, public service announcements, posters, and any other public communication items. In addition, appropriate accessibility and accommodation information must be included in printed and digital collateral materials.

F. DOCUMENTATION AND RECORDS

The WDB and County of Solano shall have full and free access to any project documents and records at all times during normal business hours, including the right to inspect, copy, audit, and

make records from such records. Such records shall be maintained for a period of three (3) years following completion of the services hereunder, and the WDB and the County of Solano shall have access to such records in the event an audit is required.

All reports, records, documents, and other materials prepared by the Contractor in the performance of this contract shall be the property of the WDB and shall be delivered upon request of the WDB. Contractor shall have no claim for further employment or additional compensation as a result of the exercise by the WDB of its full rights of ownership of the documents and materials hereunder. Contractor may retain copies of such documents for its own use and shall have an unrestricted right to use the concepts embodied therein.

G. REPORTING REQUIREMENTS

Contractor shall work with the WDB to support any participant or project reporting requirements for services provided to participants as part of this Contract. All services being offered to participants will be entered into CalJOBS and reviewed by WDB staff on a regular basis. The Contractor will provide project updates and reports in a format and timeline mutually agreed upon by the WDB and Contractor.

H. OUTCOMES

Contractor will provide training and work experience services for up to 12 clients over the course of the contract from June 1, 2024 – September 30, 2024.

III. WDB RESPONSIBILITIES

The WDB staff will be responsible for the following:

1. Provide project enrollment, case management, data entry, documentation maintenance, and outcome tracking for participants entering project activities;
2. Evaluate and monitor the management and operations of all programs funded by the WDB, including:
 - Annual ADA, equal opportunity, and accessibility compliance reviews;
 - Periodic review of accurate expenditures against cost categories and within cost limitations specified in ARPA regulations;
 - Periodic review of programmatic delivery and documentation compliance.
3. Provide technical assistance to Contractor staff in the areas of ARPA compliance;
4. Inform Contractor of Federal, State, and local policies and procedures that may impact the operations of the program, and give assistance as needed to implement them accordingly;
5. Ensure compliance with all rules, regulations, and policies issued under ARPA; and
6. Process payments for services.

The roles and responsibilities of the WDB and Contractor may be refined and changed due to changes in Federal, State or Local law, regulations, or policies relating to ARPA upon written notification and in accordance with section 13 and 26 in Exhibit C.

**EXHIBIT B
 BUDGET DETAIL AND PAYMENT PROVISIONS**

BUDGET SUMMARY (Cost Categories)	COSTS (4/24 – 9/24)	TOTAL
PROGRAM OPERATING COSTS		
Lab Supplies, License & Maintenance, and set-up	\$25,000	\$25,000
Workforce Training Program Development	\$89,750	\$89,750
Operating Expenses – rent, biohazard waste, utilities, etc.	\$20,000	\$20,000
Contract Management	\$5,000	\$5,000
SUBTOTAL OPERATING COSTS:	\$139,750	\$139,750
ADMINISTRATIVE COSTS		
Administrative Costs (10%)	\$15,528	\$15,528
CONTRACT TOTALS:	\$155,278	\$155,278

1. The WDB agrees to pay the Contractor for services upon the presentation of an appropriate invoice and documents supporting the deliverables as defined in the Scope of Work to be performed. The Contractor shall submit monthly invoices detailing work performed for each deliverable detailed in the Scope of Work (Exhibit A) and amount payable to the WDB’s Executive Director/President, or designee. Monthly invoices for payment should be submitted to the WDB by the 15th day of the subsequent month. The payment shall be made only after the services required under this contract have been performed to the satisfaction of the Executive Director/President or designee, and the deliverables described in Exhibit A, Scope of Work have been accepted in writing by the Executive Director/President or his/her designee.
2. Contractor must request approval for transfers between budget line items, which are set forth in Exhibit B (Budget Summary) when the cumulative amount of such transfers exceed 10% of the budget cost category total amount. Requests for transfers between budget line items must be presented to the WDB in writing, which approval may be withheld in the sole and absolute discretion of WDB. WDB may authorize the addition of budget line items for transfers under this section, provided that the line item added does not substantially change the scope of services to be provided under this Contract and does not increase the total contract amount.
3. Contractor shall provide any additional documentation as required by WDB at any time in order to substantiate Contractor’s claims for payment. WDB may elect to withhold payment for failure by Contractor to provide such documentation required by WDB.
4. Contractor must maintain backup documentation onsite that supports the financial data submitted to the WDB. Contractor shall make this backup documentation available upon request of the WDB.
5. Allowable operating expenses are defined as necessary expenditures exclusive of personnel salaries, benefits, equipment, or payments to subcontractors. Such expenses include specific items directly charged to the project. The expenses must be grant-related (i.e., to further the program objectives as defined in the grant award) and be incurred (realized) during the grant period. County reserves the right to make the final determination if an operating expense is allowable and necessary.
6. The maximum payment under the terms of this contract shall under no circumstances exceed **\$155,278** for the related expenses unless this contract is modified in accordance with Section 26 in Exhibit C.



WORKFORCE DEVELOPMENT BOARD
OF SOLANO COUNTY

AGENDA SUBMITTAL

<p>SUBJECT Approval to Enter into Contract Negotiations with Lightcast for Career Mapping Services for an Amount Not to Exceed \$90,000, funded by the American Rescue Plan Act (ARPA), and for Recommendation and Presentation of the Finalized Contract to the Full Board</p>	<p>MEETING DATE March 12, 2024</p>	<p>AGEDA ITEM VI.D</p>
<p>FROM Heather Henry, President/Executive Director</p>	<p>ACTION REQUIRED YES ✓ NO</p>	<p>ATTACHMENTS A</p>

RECOMMENDATION

Staff is recommending the Executive Committee review the draft Scope of Work and proposal for services with Lightcast to provide Career Mapping Services for the period of April 1, 2024, through September 30, 2024, not to exceed \$90,000, and give authority to the President/Executive Director to finalize the contract, with the intent to present the finalized contract to the full Board. This contract will be funded under the American Rescue Plan Act (ARPA).

As part of this agenda item, Attachment A includes the draft Cover Page, draft Scope of Work (Exhibit A), and Proposal. The contract General Terms and Conditions (Exhibit C) and ARPA Special Terms and Conditions (Exhibit D) remain the standard exhibits and therefore are not included in the attachment.

BACKGROUND

On February 5, 2024, the Workforce Development Board (WDB) of Solano County published and distributed the Career Pathways Mapping Request for Quotes (RFQ) to local, regional, and national organizations that provide labor market data and workforce consulting services; as well as posted the RFQ on the WDB website. The deadline for proposal submissions was February 23, 2024.

Staff received two proposals, one from Paul Rosenbloom Consulting/iNTi Analytics and one from Lightcast. A review panel of two staff and one board member reviewed the proposals and made a recommendation for Lightcast to receive the contract.

Based on the proposal submitted, evaluation, and score Student Conservation Association has proven to meet the WDB’s specifications and needs described in the RFQ.

ALTERNATIVES

While not recommended, the Committee could direct staff to re-issue a new Request for Quote for a career pathway mapping provider to see if a larger number of quotes would be submitted. However, the services provided by the selected vendor met the staff’s expectations. Direction to re-issue procurement would also lead to delays in providing career mapping services within the ARPA timeline.

AGENCY BUDGET IMPACT

The WDB's FY2023-24 and FY2024-25 budget will include the necessary funding to cover the cost of this contract through American Rescue Plan Act (ARPA) industry-based job training funding.

REPORT PREPARED BY

Heather Henry, President/Executive Director. Please contact Heather Henry at 707-863-3501 if you have any questions regarding the information outlined in this report.

SERVICE AGREEMENT CONTRACT



WORKFORCE DEVELOPMENT BOARD
OF SOLANO COUNTY

For WDB Use Only
Contract No.
PY-23-009

1. This Contract is entered into between the Workforce Development Board (WDB) of Solano County and Lightcast (“Contractor”) for American Recovery Plan Act (ARPA) Career Mapping Services
2. The term of this Contract is: April 1, 2024 through September 30, 2024.
3. The Maximum amount of this contract is: \$90,000

The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of this Contract:

- Exhibit A – Scope of Work
- Exhibit B – Budget Detail and Payment Provisions
- Exhibit C – General Terms and Conditions
- Exhibit D – ARPA Special Terms and Conditions

<p>APPROVED Workforce Development Board of Solano County</p> <p>BY: _____ (Signature, Authorized Representative) NAME: <u>Heather Henry</u> TITLE: <u>President/Executive Director</u> DATE: _____</p> <p>ADDRESS: 500 Chadbourne Rd, Suite A Fairfield, CA 94534 (707) 864-3501</p>	<p>APPROVED Lightcast</p> <p>BY: _____ (Signature, Authorized Representative) NAME: _____ TITLE: _____ DATE: _____</p> <p>ADDRESS: Xxx Xxx Xxx</p>
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Approved as to Form:

Solano County Counsel

APPROVED FOR SOLANO COUNTY

BY: _____
(Signature)

NAME: William Emlen

TITLE: County Administrator

DATE: _____

ADDRESS: 675 Texas Street, Suite 6500
Fairfield, CA 94533
707-784-6100

EXHIBIT A SCOPE OF WORK

I. SERVICE DELIVERY

A. GENERAL EXPECTATIONS OF THE CONTRACTOR

1. Develop career mapping data and pathway information for five priority sectors: bioeconomy, hospitality, healthcare, transportation and logistics, and the climate transition sector.
2. Follow American Rescue Plan Act (ARPA) and Workforce Development Board (WDB) of Solano County’s programmatic and administrative guidelines.
3. Document and communicate project progress in a reliable, professional, and responsible manner.

B. SERVICE ACTIVITIES

Contractor will provide the service activities as outlined below to accomplish the goal of the ARPA Career Mapping initiative.

1. ***Scoping the Priority Sectors*** – Contractor will work closely with the Solano County team to accurately scope the five priority industry sectors using traditional labor market supply data and employer demand data.
2. ***Labor Market Analysis for Occupations and Sectors/Industries*** – Contractor will analyze the current state of each of the regional priority sectors in Solano County to determine existing opportunities and industry strengths. The following data elements, as well as analysis of the results, will be provided:
 - Current and historic demand provided at the sector level and the sector-occupation level. Provided for Solano County overall and the San Francisco Bay Area-Solano County-Sacramento Area mega region.
 - Concentration (location quotient) of demand for each sector within Solano County relative to the US, as well as concentration of demand for occupations and occupation families within the selected sectors.
 - Average salary advertised on job postings, at the sector level and sector-occupation level.
 - Number of firms posting online job ads within the last two years for the sector and at the sector-occupation level.
 - Estimate of the number of workers in the sector and at the sector-occupation level.
 - Top job titles for occupations, where job titles are pulled from job postings at the sector occupation level.
 - Typical levels of education and experience requested by employers, as derived from job postings, at the sector-occupation level.
3. ***Selecting Occupations / Occupational Groups within Industry Sectors*** – Contractor will work with Solano County to set a series of mutually agreed upon thresholds and occupational criteria to select occupations and occupation groups. Contractor will identify at least three and up to ten destination occupation clusters for each of the five priority sectors.

4. ***Develop Articulated Career Pathways*** – Contractor will build career pathways between occupations using the underlying “skill similarity” between those occupations. Contractor will provide the following data for career pathway articulations:
- Between 3-5 non-sector feeder occupations that demonstrate underlying skill similarity and a positive salary increase for each entry-level occupation /occupation cluster in the priority sectors. For each transition, Contractor will include the additional skills and certifications commonly needed to transition into the destination occupation / occupation cluster.
 - Between 3-5 next-step occupations from each entry-level occupation / occupation cluster in the priority sectors. Additionally, 3-5 next-step occupations from there. Career pathway articulations will run from entry level occupations and terminate in skilled technician-level positions. For each occupation to occupation transition, Contractor will include the salary premium for the transition, the additional skills and certifications commonly needed to be successful in the destination occupation, and the demand within the priority sector for the target occupation. Contractor will also provide the most common job titles for occupations in career pathways.
 - Data and analysis on the individual occupation-to-occupation transitions and on the articulated pathways that string those transitions together. Contractor will work with the WDB to identify the career pathways that satisfy a variety of use cases.
 - Regional training providers that have training linked to the occupations within the highlighted career pathways.

II. CONTRACTOR RESPONSIBILITIES

A. AVAILABILITY TO PERFORM SERVICES

1. Contractor will:

- a. Deliver program services in accordance with the negotiated scope of work and budget;
- b. Provide and train qualified staff to plan and administer the contracted services;
- c. Provide program sustainability for duration of the Contract;
- d. Provides services during business days and/or hours appropriate to program participants’ needs;
- e. Provide internal monitoring and oversight of program activities and requirements;
- f. Guarantee that all program services provided are readily accessible to eligible individuals and meet Americans with Disabilities Act (ADA) and Equal Opportunity requirements; and
- g. Provide services that adhere to all applicable policies and procedures promulgated by the WDB, the County of Solano, and the Department of Treasury relating to contractor duties and responsibilities pursuant to the terms and conditions of this Contract.

B. HOURS OF OPERATIONS

Contractor shall offer its services on a provided schedule from Monday through Friday or based on the need and availability of the targeted population to be served.

C. CONTRACTOR’S RESOURCES

Contractor will implement and coordinate services and provide all necessary instructions, supervision, and supplies for program activities. Contractor shall maintain sufficient resources, including computer technology, to deliver the services and perform necessary administrative functions throughout the term of this contract.

D. CONFIDENTIALITY

All correspondence, communication and reporting mechanisms will adhere to WDB policies to safeguard the client’s confidentiality. No information that would personally identify the individual may be included in email correspondence. See *WDB 2018-01 Use and Confidentiality of Participant Personally Identifiable Information (PII) Policy* for further details.

E. COMMUNICATION AND MATERIALS

The Contractor will maintain regular communication with WDB staff. As part of this communication, the Contractor must inform the WDB of any special events under the ARPA umbrella of services prior to implementation.

Any documents connected with the contract and that use Contractor funds from the WDB must include the logo of the County of Solano, as well as the statement “Made possible by the funding from the County of Solano.” Appropriate documents include websites, news releases, brochures, newsletters, flyers, advertisements, public service announcements, posters, and any other public communication items. In addition, appropriate accessibility and accommodation information must be included in printed and digital collateral materials.

F. DOCUMENTATION AND RECORDS

The WDB and County of Solano shall have full and free access to any project documents and records at all times during normal business hours, including the right to inspect, copy, audit, and make records from such records. Such records shall be maintained for a period of three (3) years following completion of the services hereunder, and the WDB and the County of Solano shall have access to such records in the event an audit is required.

All reports, records, documents, and other materials prepared by the Contractor in the performance of this contract shall be the property of the WDB and shall be delivered upon request of the WDB. Contractor shall have no claim for further employment or additional compensation as a result of the exercise by the WDB of its full rights of ownership of the documents and materials hereunder. Contractor may retain copies of such documents for its own use and shall have an unrestricted right to use the concepts embodied therein.

G. REPORTING REQUIREMENTS

Contractor shall work with the WDB to support any participant or project reporting requirements for services provided to participants as part of this Contract. All services being offered to participants will be entered into CalJOBS and reviewed by WDB staff on a regular basis. The Contractor will provide project updates and reports in a format and timeline mutually agreed upon by the WDB and Contractor.

H. OUTCOMES

The following milestones will be tracked by the Contractor’s project manager:

- Project Kick-Off;
- Scope target sectors;
- Review sector and sector-occupation level data and analysis;

- Select entry-level occupations for each sector;
- Run career pathways modeling to generate career pathways;
- Narrow down and highlight career pathways based on important use cases;
- Review data and analysis with outside stakeholders selected by Client; and
- Produce final deliverables, mock visualizations, and writeup

III. WDB RESPONSIBILITIES

The WDB staff will be responsible for the following:

1. Attend kick-off session and provide support and collaboration to Contractor to complete milestones;
2. Evaluate and monitor the management and operations of all programs funded by the WDB.
3. Ensure compliance with all rules, regulations, and policies issued under ARPA; and
4. Process payments for services.

The roles and responsibilities of the WDB and Contractor may be refined and changed due to changes in Federal, State or Local law, regulations, or policies relating to ARPA upon written notification and in accordance with section 13 and 26 in Exhibit C.

Career Pathways Mapping – Data Analysis and Articulation

Expand talent pipelines, mitigate supply gaps, and facilitate good careers



People inspired. Data driven.

Lightcast Community provides trusted labor market data, analytics, and expert guidance that empowers economic and workforce development organizations to make informed decisions and navigate the increasingly complex world of work.

Our data helps drive strategies that attract jobs, identify up- and reskilling opportunities, and develop effective policy. As a result, local residents enjoy greater prosperity and increased economic mobility. Lightcast Community serves more than 650 clients in the US and Canada.

Headquartered in Boston, Massachusetts, and Moscow, Idaho, Lightcast is active in more than 30 countries and has offices in the United Kingdom, Italy, New Zealand, and India. Lightcast is backed by global private equity leader KKR. For more, visit www.lightcast.io



Statement of Work

After several years of economic disruptions, workforce challenges and accelerated trends, the time is right for counties, regions, and communities to take a fresh look at priority sectors and strategies to further develop those sectors. Lightcast understands that Solano County seeks to identify in-demand occupational clusters and articulated career pathways within those clusters for five priority industries:

- Healthcare
- Bioeconomy
- Climate Transition
- Hospitality
- Transportation and Logistics

Solano County is located strategically between the San Francisco Bay Area and the Sacramento Valley – and in addition to forming a valuable part of the talent pool for those regions, Solano County boasts its own robust economy, with strong performance in all of the above sectors.

Lightcast appreciates why Solano County is keen to develop career pathways into and through their priority industries. Solano County has anchor healthcare employers in Kaiser Permanente, NorthBay Healthcare, and Sutter Health, and demographic trends forecast increased healthcare demand over the medium and long term. The bioeconomy sector and climate transition sectors in Solano County are growing and poised to accelerate. Solano County leverages its rich agricultural heritage for agtech and biomass and biogas energy. Solano County has also received investment from life sciences firms, such as the forthcoming LG Chem Life Sciences Innovation Center. Finally, proximity to R&D leaders in the Bay Area and Sacramento enables innovative collaboration in the bioeconomy and climate transition sectors. The hospitality sector in Solano County is small but active. Lightcast estimates that hotels in Solano County employ 1,000 people (0.5% of the workforce) and that restaurants employ an additional 4,000 (2%), smaller shares than in neighboring metros. Yet, Lightcast aggregated new job postings for more than 200 firms in the Solano County hospitality sector in 2023. Regarding transportation and logistics, given its position between two large metros, Solano County has robust transportation infrastructure and large warehousing facilities. Lightcast is following the expansion of the Amazon warehouse in Solano County.

Lightcast is pleased to submit the following approach for analyzing in-demand occupational clusters and articulated career pathways in all five of Solano County's priority sectors.

APPROACH AND ANALYSIS

Step 1: Scoping the Priority Sectors

Lightcast will work closely with the Solano County team to accurately scope the five priority industry sectors: bioeconomy (biomanufacturing and biotechnology), hospitality, healthcare, transportation and logistics, and the climate transition sector.

Of the priority sectors for Solano County, three map cleanly to the standard classification systems used in traditional labor market information – hospitality, healthcare, and transportation and logistics. The other two sectors involve technologies, job roles, and firms that are not well categorized within existing labor market classification systems. For this reason, Lightcast proposes a combined approach to accurately scope all five sectors:

- **Traditional Labor Market Supply Data** - The traditional labor market supply-side data comes from government sources, such as the Census, Bureau of Labor Statistics (BLS), etc. Lightcast will define the sectors using a set of North American Industry Classification System (NAICS) codes and Standard Occupational Classification (SOC) codes. This definition will be used for analysis of current jobs, concentration, past and projected industry growth, and other indicators.
- **Employer Demand Data** – While NAICS and SOC codes can also be leveraged to define the sectors within Lightcast’s universe of job postings, we have additional flexibility in this dataset to define a more targeted set of job postings for the demand analysis using employer names and keyword searches. This flexibility will be particularly important for the bioeconomy sector, as the relevant jobs are most appropriately classified according to the *skills, tasks, and technologies* employed in the roles, rather than the employer classification. For example, biotechnology development can occur at universities, hospital systems, laboratories, manufacturing firms, and a range of other “industries” as classically defined.

Step 2: Labor Market Analysis for Occupations and Sectors/Industries

In this step, Lightcast will analyze the current state of each of the regional priority sectors in Solano County to determine existing opportunities and industry strengths. Lightcast will analyze jobs at the sector-occupation level in order to inform the selection of in-demand occupations and occupation clusters in Step 3.

The following data elements, as well as analysis of the results, will be provided. Where occupations are mentioned, Lightcast is flexible per client preference to occupations defined using the Standard Occupation Classification (SOC) taxonomy or the proprietary

[Lightcast Occupation Taxonomy \(LOT\)](#), which in some cases provides greater granularity and more up-to-date job titles. Unless otherwise stated, demand is measured using a count of deduplicated online job postings.

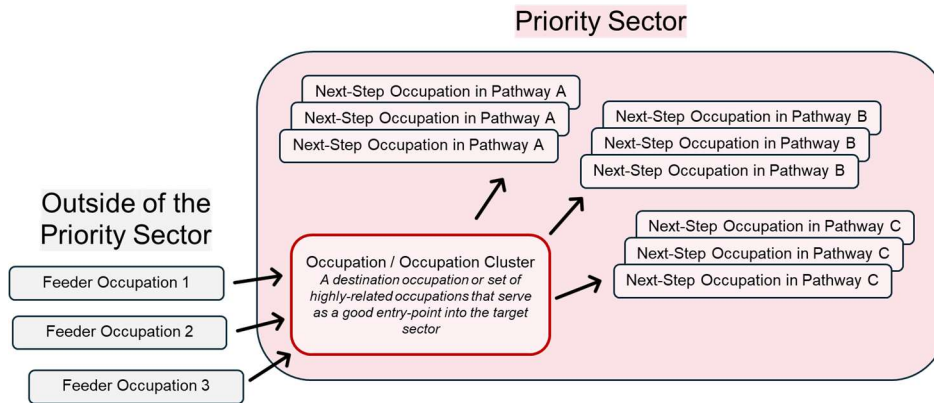
- Current and historic demand. Provided at the sector level and the sector-occupation level. Provided for Solano County overall and the San Francisco Bay Area-Solano County-Sacramento Area mega region.
- Concentration (location quotient) of demand for each *sector* within Solano County relative to the US, as well as concentration of demand for *occupations and occupation families* within the selected sectors. These concentration data provide metrics for the comparative advantage of the sectors in Solano County and the importance of occupations within those sectors.
- Average salary advertised on job postings, at the sector level and sector-occupation level.
- Number of firms posting online job ads within the last two years for the sector and at the sector-occupation level.
- Estimate of the number of workers in the sector and at the sector-occupation level. Lightcast estimates worker count using staffing patterns and, as would be required for the bioeconomy and climate transition sectors, advanced modeling.
- Top job titles for occupations, where job titles are pulled from job postings at the sector-occupation level.
- Typical levels of education and experience requested by employers, as derived from job postings, at the sector-occupation level. Lightcast will also cross reference these findings against survey data from the BLS that measures the typical education and experience required at the entry-level for occupations.

Step 3: Selecting Occupations / Occupational Groups within Industry Sectors

Lightcast will work with Solano County to set a series of mutually agreed upon thresholds and occupational criteria to select occupations and occupation groups.

Lightcast will identify **at least three and up to ten destination occupation clusters** for each of the five priority sectors. Destination occupation clusters refer to an occupation or set of highly-related occupations that will form the entry-point into a sector and the beginning of an articulated career pathway within that sector. Articulated career pathways follow this flow: feeder occupation(s) → occupation / occupation cluster → next-step occupation(s) within the sector. This approach is also shown graphically below.

Diagram of Career Articulations



Lightcast and the Solano County Workforce Board will identify mutually agreeable criteria to select occupations at the occupation / occupation cluster level. These criteria may include but are not necessarily limited to:

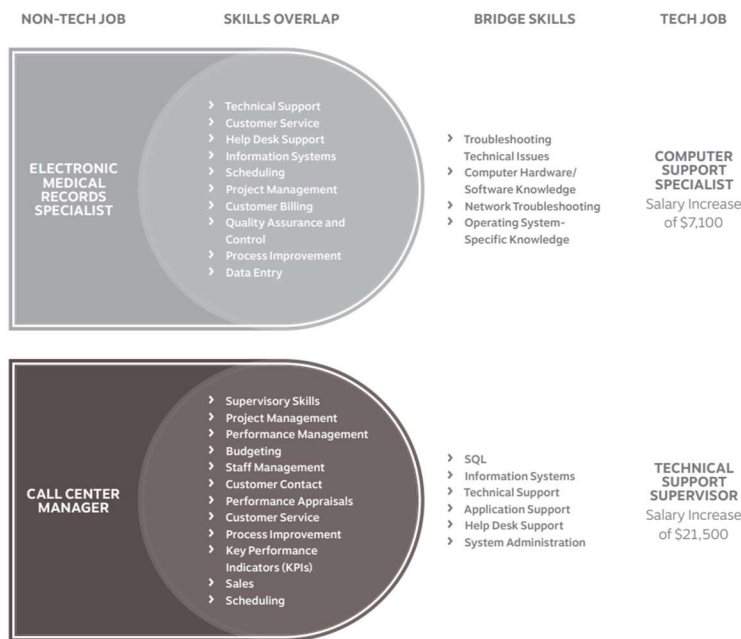
- The occupation registers meaningful demand within a given sector, has a significant concentration within the sector, or is a crosscutting occupation that is relevant for multiple sectors. These metrics would be defined by the concentration metric above, a percentage of overall demand for the sector, and a count of vacancies at the sector-occupation level.
- The occupation meets a living wage threshold or has a clear and immediate linkage to an occupation that does meet a living wage threshold.
- The occupation registers demand at anchor firms and/or employers that have demonstrated a willingness to collaborate with the Solano County Workforce Development Board and partner network.
- Lightcast would also be eager to engage key stakeholders in focus groups or listening sessions, and use the qualitative information derived from those sessions to inform and contextualize the quantitative data described above.

Step 4: Develop Articulated Career Pathways

Lightcast has developed a proprietary model to build career pathways between occupations using the underlying “skill similarity” between those occupations. Skill similarity is the overlap in knowledge, skills, and abilities between two jobs. Skills-similar transitions are critical to uncovering *entry-points* into a sector for incumbent workers who are not in that sector today. For example, consider these examples of skills-based pathways into tech: Electronic Medical Records Specialists develop tech skills such as information system management, technical support, and data entry, as well as non-tech-specific skills that are still highly valued in tech

jobs, such as process improvement and quality assurance and control. The Electronic Medical Records Specialists, then, have a pathway into Database Administrator jobs, Quality Assurance Analyst positions, and Technical Support roles. The transition does often include acquiring different skills – as the occupations *are* different – so Lightcast analyses include what those skills are. Finally, job transitions should be attractive to the workers making them, so Lightcast analyzes salary differences between occupations in a career pathway. The diagram below shows how these transitions can be presented.

Diagram of Skills-Based Career Pathways, Using an Example from the Tech Sector



Lightcast proposes to provide the following data for career pathway articulations:

- **Transitions *into* sectors:** Between 3-5 non-sector feeder occupations that demonstrate underlying skill similarity and a positive salary increase for each entry-level occupation / occupation cluster in the priority sectors. For each transition, Lightcast will include the additional skills and certifications commonly needed to transition into the destination occupation / occupation cluster.
- **Articulations *within* priority sectors and *upward*.** Between 3-5 next-step occupations from each entry-level occupation / occupation cluster in the priority sectors. Additionally, 3-5 next-step occupations from there. Career pathway articulations will run from entry-level occupations and terminate in **skilled technician-level positions**. For each occupation-to-occupation transition, Lightcast will include the salary premium for the transition, the additional skills and certifications commonly needed to be successful in the destination

occupation, and the demand within the priority sector for the target occupation. Lightcast will also provide the most common job titles for occupations in career pathways.

- **Use cases for connected pathways.** Lightcast will provide data and analysis on the individual occupation-to-occupation transitions and on the articulated pathways that string those transitions together. Lightcast will work with the Solano County Workforce Development Board to identify the career pathways that satisfy a variety of use cases. Use cases may include but are not necessarily limited to: career pathways that lead to the greatest salary growth for workers, pathways that satisfy the most in-demand occupations in the priority sectors, or pathways that utilize certifications offered by the Workforce Board or network partners. Identifying these use cases will be important to highlight the most relevant pathways, as this analysis may generate hundreds of pathways.
- **Training providers.** For the highlighted career pathways, Lightcast will identify regional training providers that have training linked to the occupations in those career pathways.

TIMELINE

The above data and analysis will be completed no later than July 31, 2024. The following milestones will be tracked by the Lightcast project manager, estimating a delivery a month before the requested timeline:

Milestone	Date
Project kickoff	April 1
Scope target sectors	April 8
Review sector and sector-occupation level data and analysis	April 22
Select entry-level occupations for each sector	April 29
Run career pathways modeling to generate career pathways	May 13
Narrow down and highlight career pathways based on important use cases	May 27
Review data and analysis with outside stakeholders selected by Client	June 3
Produce final deliverables, mock visualizations, and writeup	June 28

PRICE

The price for the above analysis is as follows. In each case, the delivery will include underlying data with occupation-to-occupation transitions and articulated career pathways, pathway visualization mock-ups for the highlighted career pathways as described in Step 4 above, and a summary writeup of the methodology, results, and pathways.

- **Five priority sectors, \$90,000**

Lightcast proposes to perform the above analyses for all five sectors.

- **Three priority sectors \$65,000**

Lightcast will analyze the pathways in only three priority sectors for a lower cost. These sectors will include the bioeconomy sector (biomanufacturing and biotechnology) and two sectors determined by the Solano County Workforce Development Board from the four remaining priority sectors.

VENDOR BACKGROUND

Lightcast combines capabilities across a range of disciplines to provide data, analyses, and strategic guidance to those planning comprehensive industry-focused workforce and economic development initiatives. With expertise in data science, economics, workforce development programming, economic development, and data analyses, Lightcast offers a team to not only provide insights, but to ensure that it is delivered in a way that is reliable, digestible, and actionable.



Dustin Lester, Vice President of Consulting

Dustin serves as the vice president of consulting, Community division at Lightcast. He leads a diverse team of economists, consultants, and analysts to apply Lightcast data to innovative and measurable solutions for workforce and economic development organizations, public sector entities, foundations, and real estate.

Dustin's background in workforce and economic development includes both practitioner and consulting roles. He previously served as manager of business retention & expansion, manager of projects & business development, and led foreign direct investment and request for information (RFI) response work at two regional economic

development organizations. Previous to serving as a consulting leader at Lightcast, Dustin led as assistant director of economic development at a national economic and workforce development consulting firm. In addition to professional roles, he has been active in the community previously serving on a workforce development board and as an appointed member of Council for a village government. Dustin received his master of public administration from Northern Kentucky University and a bachelor of science in technology from Bowling Green State University.



Matthew Walsh, Director of Research

Matthew specializes in projects related to workforce development, or how to create and connect people to good jobs that support individuals, families, and communities. Matthew embeds equity and job quality considerations into his work with regional development authorities, industry groups, educational institutions, public agencies, policymakers, and employers.

At Lightcast, Matthew has worked on a variety of inclusive development projects: regional initiatives that connect underemployed local workers to critical and high-paying occupations in strategic industries, investigations into local barriers to employment and the social conditions that disadvantage certain workers, and briefs on public policies and changes in employer behavior that would result in increased mobility out of entry-level jobs. Matthew has also worked with stakeholders in education to improve occupational credentialing and to align curricula with trends in job demand.

Prior to working at Lightcast, Matthew was a Fulbright Scholar in Argentina and a Peace Corps Volunteer in the Dominican Republic. His research from the former was published by the academic journal *Desarrollo y Sociedad*. Matthew earned his bachelor's degree from the University of Chicago.



Ashley Peterson, Senior Consultant

Ashley Peterson is an experienced economic development researcher and project manager. She received her bachelor's degree in Business Management from the University of Wisconsin-La Crosse. Prior to Ashley's role at Lightcast, she served as the Director of Client Services at a national economic development and site selection consulting firm, where she worked with dozens of economic development clients, from rural counties to large regional/state organizations and utility companies, to help their communities prosper and grow.

A researcher at heart, Ashley believes that all successful economic development and workforce strategies should be data driven and evidence based, and she brings that perspective to every project she leads. Her project experience includes economic development strategic plans; target industry studies and marketing strategies; talent analyses and strategies; competitiveness assessments; and more. She also has experience conducting site selection projects.



Collin Perciballi, Senior Consultant

Collin Perciballi is a seasoned economic development professional with skill as both practitioner and consultant. He has experience in labor market analysis, target industry attraction studies, foreign direct investment (FDI), competitive benchmarking, and site selection. Collin previously served as Project Manager for Conway Data, Inc and Senior Analyst for Investment Consulting Associates. He received an MBA from the University of Bologna Business School (BBS), an MA in History and Territorial Analysis from the University of Catania, and a BA in Political Science from Auburn University. Outside the work environment, you can find Collin injuring himself on the tennis court, drawing his latest masterpiece, or wishing he were more Italian than he actually is.



Susan Koehn, Senior Consultant

Susan Koehn is a practitioner with 30+ years of experience working at the intersection of economic and workforce development. Prior to joining Lightcast earlier this year, Susan served as Vice President for the Milwaukee7 Regional Economic Partnership and Metropolitan Milwaukee Association of Commerce. There, she worked to improve the capabilities of regional employers to attract, retain and develop talent to fuel growth in Southeast Wisconsin. She designed initiatives to connect employers to workforce resources and build a long-term sustainable talent pipeline in collaboration with K-12 and higher education.

Susan has successfully cultivated strategic partnerships between employers, industry associations, and the education/workforce partners that make up their talent “supply chain” in order to foster skills attainment aligned to industry needs, labor force attachment, business growth, and the economic mobility of citizens. A guiding principle of Susan's career is that we move faster and have greater impact if we collaborate - across organizations, across geography, and across sectors of the economy.

Susan earned a Bachelor's degree in Business Administration from Marquette University in Milwaukee, Wisconsin and a Master's degree from the University of Wisconsin - Madison. A proud Midwesterner, Susan spends as much time as possible enjoying the forests and fresh water of the Great Lakes region, especially Wisconsin's beautiful Door County.



Joma Neyman, Economic Analyst

Jomalu Neyman serves as the lead economic impact analyst with the Community Consulting team at Lightcast serving workforce development and economic development organizations across the country. With a strong research and academic background, she focuses on analyzing the impacts of different programs and public policies. Her background is diverse, having previously worked in financial services and as a translator. Originally from Florianopolis, Brazil, she obtained her B.A. in Economics from Universidade do Estado de Santa Catarina, M.A. at University of New Hampshire, and M.A. in Economics from Washington State University.



Hunter Hill, Research Analyst

Hunter Hill joined Lightcast as a research analyst in February 2022. She specializes in workforce development projects, and leverages labor market data and analytics to identify pathways to good jobs and economic prosperity for unemployed and underemployed individuals that align with current and projected workforce demand.

Prior to joining Lightcast, Hunter worked as an independent consultant for nonprofit and public sector agencies, and as a research analyst for Florida State University (FSU) and the Florida Legislature’s Office of Program Policy Analysis and Government Accountability. She is currently finishing her PhD in Public Administration and Policy at FSU, where she earned her Master of Public Administration (MPA). Hunter also holds a BS in Political Science and a BA in Philosophy from Southeast Missouri State University.



Jade Rohloff, Economic Analyst

Jade Rohloff is a professional economic research analyst with an emphasis on economic development and labor analytics. He received his bachelor's degree in Economics and Mathematics from St. Norbert College. Previously, Jade served as a Senior Research Specialist for a national economic development and site selection firm, working with economic development organizations of all types, from rural counties to large regional and statewide organizations, as well as utility companies to help communities prosper.

Jade believes in an approach of both quantitative and qualitative data to provide meaningful solutions to questions and problems presented in a project that empower the client to actionable solutions. His project experience includes economic development strategic plans, target industry studies, talent analyses and strategies, competitiveness assessments, economic impact analysis, site selection, and national labor trends reporting.



Chris Compton, Research Analyst

Chris Compton is a research analyst on the Community Consulting team. His work involves utilizing his skills in both economic analysis and quantitative analysis to lead important projects. Specifically, Chris leads labor market research and economic impact studies that benefit a wide range of stakeholders, including regional workforce boards, local and state governments, and certification-granting organizations. Through his work, Chris provides these organizations with valuable insights into their respective labor markets. Before working at Lightcast, Chris analyzed economic data and forecasted trends for private companies and industry associations. More recently, he studied economic digital development at a global scale as an academic researcher.

Chris earned his B.A. in Economics and Mathematics from Bentley University, where he first gained his heightened interest in labor market analysis through his studies of monetary policy. He was named the top economics major in his class by the economics department.

Relevant Past Work

Indy Partnership - The Indy Partnership supports regional economic development efforts across nine economically diverse counties. A key focus of the organization is on growing existing businesses and attracting new business investment in its target industries. Historically, much of the business investment was concentrated in Indianapolis. The Partnership and its county members are interested in a more coordinated approach to growing these target industry sectors and ensuring the region has the talent needed to support that growth.

The Lightcast Community Consulting team was engaged to conduct a regional target industry and skills study that looked at the needs of each industry from a workforce and skills perspective and what each county has to support those target industries. Target industries included Advanced Manufacturing, Agribusiness, IT, Life Sciences, Logistics and Sports.

[More information on this important project can be found here.](#)

Project Manager: Ashley Peterson

Reference: Kate Pangallo, Indy Partnership, kpangallo@indychamber.com



Indy Partnership
Regional Skills Analysis



OCTOBER 2022

232 N. Market St., Mission, ID 83643
(208) 863-3000 | FAX: (208) 862-3017
www.lightcast.io



Detroit Regional Chamber
Mobility Sector Analysis



FEBRUARY 2023

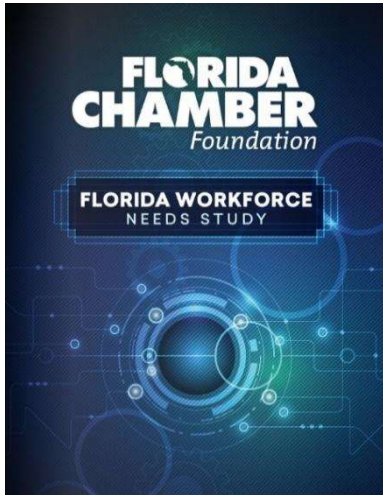
232 N. Market St., Mission, ID 83643
(208) 863-3000 | FAX: (208) 862-3017
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Detroit Regional Chamber – With the Detroit region’s rich history in the automotive industry and the skills of those working within it, the region is well-positioned to define the contemporary Mobility sector as it did for the Automotive industry in the last century. The Detroit Regional Chamber retained Lightcast to conduct a thorough analysis of the Mobility sector in the Detroit region, offering a consistent dataset of labor market information and employer demand data to underpin how the region understands this sector and its subsectors (e.g., electric vehicles, autonomous vehicles, etc.), and in turn inform the type, volume, and nature of investments in education, workforce development, work-based learning, and credentialing. [More information can be found here.](#)

Project Manager: Ashley Peterson

Reference: Christi Taylor, Detroit Regional Chamber, ctaylor@detroitchamber.com



Florida Chamber Foundation - The Florida Workforce Needs Study is a skills-based job market report that provides a comprehensive look at the skills Floridians need to possess in order to shift from oversupplied occupations to in-demand occupations with more demand than supply – and higher wages.

The Florida Chamber Foundation hopes the Florida business community and education leaders will collaboratively leverage the data found in the Florida Workforce Needs Study to ensure that the state must align education and training curriculum to career opportunities and industry needs, as much as possible, to give Florida’s current and future talent, and job creators alike, the best opportunity to succeed.

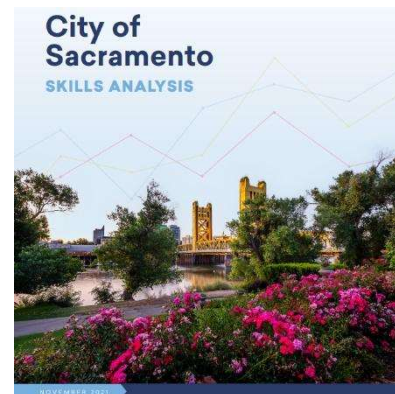
[More information on this important project can be found here.](#)

Project Manager: Dustin Lester

Reference: Mark Wilson, Florida Chamber Foundation, mwilson@flchamber.com

City of Sacramento - A core tenet and imperative of the City of Sacramento is to thrive in an ever-developing modern economy, positioning underserved and underrepresented people and communities as leading owners, drivers, and beneficiaries of enormous growth opportunities.

The City of Sacramento partnered with Lightcast to close workforce equity gaps through stronger data-based decisions. The City of Sacramento Regional Skills Analysis provides information on in-demand jobs that present opportunities to aid workforce development efforts, including career pathways for students and residents in the region with little job experience or postsecondary education.



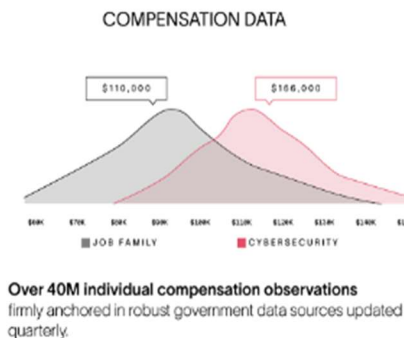
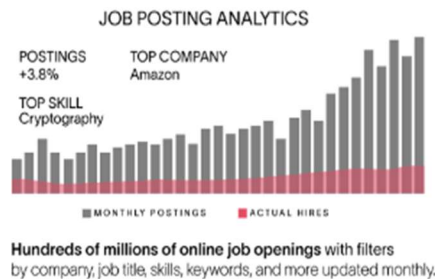
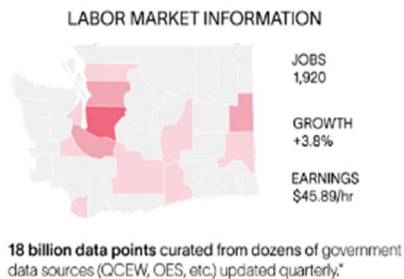
Project Manager: Ashley Peterson

Reference: Kriztina B. Palone, City of Sacramento, KPalone@cityofsacramento.org

ABOUT LIGHTCAST DATA

To conduct this research, Lightcast will leverage multiple datasets and analyses to draw out the most current, comprehensive, and granular information about jobs, employers, demand, skills, wages, demographics, and talent sources. Data sources will include the following:

- **Traditional Labor Market** data is drawn from largely Government sources including the Bureau of Labor Statistics, the US Census Bureau, and the National Center for Education Statistics. These sources capture and report official industry, occupation, education, wage, and demographic data.
- **Online Job Postings and Skills** data offer insights that are updated far more frequently than government sources, and represent the most comprehensive, current, and direct expression of employers' hiring needs, and the skills and requirements that characterize the workers that they desire. Lightcast utilizes proprietary jobs and skills taxonomies that allow us to identify emerging occupations before they are official categories within the government taxonomies, enabling us to render the data in ways that more clearly reflect actual employer and industry preferences. Online job postings that publish wage ranges allow Lightcast to augment wage data from Government sources to model more accurate wage estimates.
- **Profile and Career Pathway** data is drawn from professional networking sites and online resumes. These data show how individuals progress in their careers and how talent concentrates in regions across the US to help align upskilling/reskilling initiatives.







WORKFORCE DEVELOPMENT BOARD
OF SOLANO COUNTY

AGENDA SUBMITTAL

SUBJECT Review and Approval of the draft Nonprofit Infrastructure Grant Program Funding Agreement for Recommendation and Presentation of the Finalized Funding Agreements to the Full Board	MEETING DATE March 12, 2024	AGENDA ITEM VI.D
FROM Heather Henry, President/Executive Director	ACTION REQUIRED YES ✓ NO	ATTACHMENTS A

RECOMMENDATION

Staff is recommending the Executive Committee review the draft Nonprofit Infrastructure Grant Program Funding Agreement for recommendation and presentation of the finalized funding agreements to the full Board. Funding for this grant program will be funded under the American Rescue Plan Act (ARPA).

BACKGROUND

To aid Solano County’s nonprofit organizations in mitigating the economic impacts of the COVID-19 pandemic, the County of Solano, in partnership with the Workforce Development Board (WDB) of Solano County, has established the Solano Nonprofit Infrastructure Grant Program. The program will provide grants to nonprofit organizations that provide reemployment and training-related services in Solano County. The purpose of grant funds is to support nonprofits in bringing their operations up to speed to respond to new post-COVID business model requirements.

With a \$200,000 investment, the WDB anticipates the ability to provide grants to approximately 20 nonprofits. The average grant is expected to be between \$5,000 and \$10,000; however, applications may be submitted in an amount up to \$30,000. Grant awards may not exceed 15% of an applicant’s annual operating budget.

The application period opened on February 1, 2024, and will remain open until funds have been fully utilized. For best consideration, applicants were encouraged to submit their applications by February 26, 2024, by 12:00 p.m. A virtual Informational Session Webinar was held on February 7, 2024, to provide detailed information about the grant program, how to complete the application, and to answer questions.

Grant awards are to be used to upgrade technological and administrative infrastructure, allowing organizations to modernize and adapt to the evolving post-COVID landscape for the benefit of service recipients.

As part of the application, applicants are required to describe how they would utilize grant funding. Successful applicants must also provide detailed plans and cost estimates for how the funding would be used. Applicants were also required to be based in Solano County or provide significant programming in Solano County, fall within a specific IRS nonprofit classification, be in operation on

or before January 31, 2021 and currently open and operating, as well as the ability to meet basic ARPA eligibility criteria.

Grants will be awarded based on eligibility and review of an applicant's grant plan for funding.

Due to the number of applications already received, staff will make a selection of awardees based on a randomized lottery to determine the order applications are reviewed. Awardees will be notified once all criteria has been reviewed and verified in the randomized lottery order.

Upon approval of the funding agreement template, staff will work with County Counsel to finalize the agreement prior to distribution to awardees. Final funding agreements will also need approval by the County Administrator's Office before grant funds are issued.

ALTERNATIVES

The Committee could decide to wait for County Counsel to approve the final funding agreement template, however, the concept of the agreement has been used for other WDB grant programs and has already gone through an initial review by the CAO's office for ARPA Certification and Assurances.

AGENCY BUDGET IMPACT

The WDB's FY2024-25 budget will include the necessary funding to cover the cost of this grant program through American Rescue Plan Act (ARPA).

REPORT PREPARED BY

Heather Henry, President/Executive Director. Please contact Heather Henry at 707-863-3501 if you have any questions regarding the information outlined in this report.



WORKFORCE DEVELOPMENT BOARD
OF SOLANO COUNTY

**Nonprofit Infrastructure Grant Program
Funding Agreement**

This Nonprofit Infrastructure Grant Program (NIGP) funding agreement is entered into between the **Workforce Development Board of Solano County (WDB)**, hereinafter called “**Operator**”, and **Nonprofit Name**, hereinafter called “**Grantee**”.

Grantee Information

Grantee:	FEIN:
Address:	Authorized Signer:
City/State/Zip:	Title:
Phone:	Email:

Check Made Payable to: _____

Check: Pick Up Mail **If mailing check, is mailing address the same as above?** Yes No
Mailing Address, if different from above: _____

The Operator will provide a total of **\$xxxxx** as part of the Nonprofit Infrastructure Grant Program (NIGP) under the American Rescue Plan Act (ARPA) to help mitigate the economic impacts of the COVID-19 pandemic to help support nonprofits in bringing their operations up to speed to response to new post-COVID business model requirements. The funding agreement will be effective upon execution of the contract.

The Grantee self attests the nonprofit was impacted by the COVID-19 pandemic and its negative economic impacts. Grantee will expend funds to upgrade technological and administrative infrastructure costs allowable under ARPA, as outlined in Exhibit A, and will adhere to the provisions outlined in Exhibit B. Further, Grantee acknowledges that receipt of a government grant by a business generally is not excluded from the business’s gross income under the Internal Revenue Service code and is therefore reportable.

Monitoring

All expenses purchased with grant funds should be documented and kept for five (5) years by the Grantee, including but not limited to any documents and financial records demonstrating that the Grantee’s expenditures of grant funds are compliant with ARPA regulations. The Grantee may be monitored by the WDB, Solano County, or the U.S. Department of Treasury for allowable use of federal ARPA funding and non-discrimination and equal opportunity compliance per 29 CFR Part 38. The Operator will give advance notice of any monitoring of funds used.

Indemnification

The Grantee shall defend, hold harmless and indemnify the Operator and Solano County, its officers, employees, volunteers, and agents from any claim, demand, damage, liability, loss, cost, or expenses arising out of, or attributable to the performance by the Grantee of this agreement.

Modifications/Amendments

This Agreement may be modified only by execution of a written amendment signed by all parties. This Agreement may be modified at any time prior to the last date of the Agreement performance. No backdated or retroactive modifications are allowable. Any modifications must be made by execution of a written, signed modification.

Termination

Either the Grantee or the Operator may terminate this contract for any reason by providing the other party with a 7-day written notice. If through any cause, the Grantee shall fail to fulfill its obligations under this contract, or if the Grantee shall violate any of the covenants, representations or stipulations of this contract, the Operator shall have the right to immediately terminate the contract by giving written notice to the Grantee of such termination. The Operator shall promptly notify the Grantee in writing of the determination and reasons for the termination, together with the effective date. Notice of termination may specify a later date, but provision of a later date shall not relieve the Grantee of ultimate liability for any funds later determined to be unallowable. If the WDB demands full or partial repayment of the grant due to the Grantee’s failure to comply with any applicable term of this Agreement, including the program guidelines and the ARPA requirements, the Grantee shall repay the WDB within ten (10) business days.

Third Party Beneficiaries

This Agreement is made solely for the benefit of the parties to this Agreement and their respective successors and assigns, and no other person or entity may have or acquire a right by virtue of this Agreement.

AUTHORIZED SIGNATURES

The parties agree to comply with the terms and conditions of this agreement and its exhibits which are by this reference made a part of this agreement:

- Exhibit A – Nonprofit Infrastructure Grant Plan
- Exhibit B - Certifications & Assurances

Heather Henry, President/Executive Director
Workforce Development Board of Solano County

Authorized Signer
Nonprofit Name.

Approved as to Form:

Approved for Solano County:

Solano County Counsel

William Emlen, County Administrator
Solano County

EXHIBIT A

NONPROFIT INFRASTRUCTURE GRANT PLAN

Amount of funding awarded: \$XXXXXX

Grant Plan

Insert grant plan here

EXHIBIT B

CERTIFICATIONS & ASSURANCES

GRANTEE Assurances: By signing the Nonprofit Infrastructure Grant Program (NIGP) Agreement, the Grantee further assures and certifies to adhere to the following provisions. The Grantee understands that the United States has the right to seek judicial enforcement of this assurance should they be broken.

1. The Grantee's intended uses of the grant as outlined in Attachment A are permitted uses under the program guidelines and the American Rescue Plan Act (ARPA) funding.
2. The Grantee assures that the information given to the WDB is true and accurate. Any false information or intended omissions may subject the Grantee to civil or criminal penalties for filing false public records and/or forfeiture of any funds approved through this program.
3. Funds provided to the Grantee will not be used to directly or indirectly assist, promote or deter union organizing per 20 CFR Section 683.270. Funds will not impair existing contracts for services or collective bargaining agreements per 20 CFR Section 683.270.
4. The Grantee follows all applicable federal, state, and local health and safety standards.
5. The Grantee assures that it and its sub-recipients will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - a. Title IV of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
 - b. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against individuals with disabilities;
 - c. Titles I and II of the Americans with Disabilities Act as applicable;
 - d. The anti-discrimination provision of the Immigration and Nationality Act as applicable per 8 U.S.C. 1324b;
 - e. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - f. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.
6. No individual in a decision-making capacity will engage in any activity, including the administration of the NIGP Funding agreement supported by federal funds, if a conflict of interest, real or apparent, is present per 2 CFR 200. In the event of a potential conflict of interest, the Grantee will notify the WDB.
7. Grantee shall be responsible for any disallowances, questioned costs, or other items, including interest, not allowed under ARPA CSLFRF funding. Grantee shall return to the WDB any funds deemed disallowable during the course of a monitoring within ninety (90) days of notification.
8. Regarding Debarment and Suspension in accordance with 2 CFR Part 2998, the Grantee certifies that to the best of his or her knowledge and belief that it and its principals:
 - a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal, State, or local entity;
 - b. Have not within a three-year period preceding this NIGP Agreement been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, State, or local) transaction or contract under a public transaction; or violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification/destruction of records, false statements, or stolen property;
 - c. Are not presently indicted or otherwise criminally or civilly charged by a government entity (federal, State, or local) with commission of any of the offenses enumerated in this certification; and
 - d. Have not within a three-year period preceding this NIGP funding Agreement had one or more public transactions (federal, State, or local) terminated.