



# **WORKFORCE DEVELOPMENT BOARD OF SOLANO COUNTY**

## **Planning & Oversight Committee Meeting**

Tuesday, February 28, 2023

3:00 p.m. – 5:00 p.m.

Location:

500 Chadbourne Road, Suite A  
Fairfield, CA 94534



**WORKFORCE DEVELOPMENT BOARD**  
OF SOLANO COUNTY  
**PLANNING & OVERSIGHT COMMITTEE**  
**Tuesday, February 28, 2023**  
**3:00 – 5:00 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. Action Items**
- |   | <b>Pages</b> |
|---|--------------|
| A. Approval of January 10, 2023, Meeting Minutes  | <b>1</b>     |
| B. Accept the WIOA Program Year 2020-21 Fiscal Review Final Monitoring Report   | <b>4</b>     |
| C. Review and Approval of 2020-03 Supportive Services and Incentive Policy, Change 1 for Recommendation to the Full Board                       | <b>11</b>    |
| D. Review and Approval to Submit Request to Operate WIOA Career Services to the State by March 1, 2023 and for Recommendation to the Full Board | <b>13</b>    |
- V. Informational Items**
- A. Update on the Local and Regional Plan Development
- B. Update on Local Board Recertification
- C. Upcoming Internal Monitoring of Adult and Dislocated Worker Program
- D. Update on ARPA Projects
- VI. Discussion**
- |  |           |
|--|-----------|
| A. Sector Strategies and Industry-Based Job Training | <b>24</b> |
|--|-----------|
- VII. Adjournment**

Note: The next Planning & Oversight Committee meeting is April 25, 2023

# ACTION ITEMS



**MINUTES**  
**PLANNING & OVERSIGHT COMMITTEE MEETING**  
**January 10, 2023**

**I. Welcoming/Convening**

Committee Chair, Melvinia King, called the meeting to order at 3:03 p.m. Quorum was established.

**Members Present:** Rhuenette Alums, Shannon Dodds, Tiffany Donahue, Fadi Halabi, Melvinia King, Viola Lujan,

**Members Absent:** Suzanne Castano, Gerald Hubber, Jon Riley, David Tam

**Staff Present:** Heather Henry, Tracy White, Tammy Gallentine, Sonam Rajbhandary, Tim Murrill, Tifanie Marotaya

**II. Agenda Changes and/or Deletions**

There were two changes to the agenda. Heather noted on agenda item IV.C should read “for the period of February 1, 2023, through January 31, 2024” rather than through September 30, 2023. Agenda item IV.D should read “not to exceed \$200,00”, rather than \$208,000. The contract documents presented correctly reflect the dates and amounts.

There were no additional changes.

**III. Public Comment**

There were no public comments.

**IV. Action Items**

**A. Approval of November 1, 2022, Meeting Minutes**

**MOTION #1**

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

**(Halabi/Dodds) MOTION PASSED UNANIMOUSLY**

**B. Review and Accept the Workforce Development Board of Solano County’s America’s Job Center of California (AJCC) Final Internal Monitoring Report**

Ms. Henry gave a brief background of agenda item **IV.B Review and Accept the Workforce Development Board of Solano County’s America’s Job Center of California (AJCC) Final Internal Monitoring Report**, which was included as part of the agenda package and incorporated herein. Ms. Henry noted because we do our own career services in-house, as the Workforce Board, WDB is required to monitor career service providers locally and conduct an internal monitoring. Ms. Rajbhandary gave a brief overview of the internal monitoring process. There was one finding regarding signage which has already been resolved. The final Monitoring Report reflects the finding and the correction made.

**MOTION #2**

A motion was made and seconded to accept the Workforce Development Board of Solano County’s America’s Job Center of California (AJCC) Final Internal Monitoring Report.

**(Halabi/Dodds) MOTION PASSED UNANIMOUSLY**

- C. Review and approve 7 Community Workforce Services contracts for a collective total amount not to exceed \$800,000 for the period of February 1, 2023, through January 31, 2023, funded by the American Rescue Plan Act; give President/ Executive Director authority to make administrative changes; and present final contracts to the Board of Directors for contract approval.**

Ms. Henry gave a presentation highlighting the goals and the support the Community Workforce Grant will provide. Goals include providing intensive reemployment supports to Solano's vulnerable populations as a result of COVID-19, supporting Solano's non-profit workforce base for sustaining COVID-19 recovery, investing in a community-based equitable post-pandemic economic recovery, and advancing a stronger and more coordinate workforce provider network. With the 7 contracts awarded, populations served will include individuals under 35 years of age, minority groups, low-income, unemployed, low levels of education and qualified census tracts.

**MOTION #3**

A motion was made and seconded to approve 7 Community Workforce Services contracts for a collective total amount not to exceed \$800,000 for the period of February 1, 2023, through January 31, 2023, funded by the American Rescue Plan Act; give President/Executive Director authority to make administrative changes; and present final contracts to the Board of Directors for contract approval.

**(Halabi/Alums) MOTION PASSED UNANIMOUSLY**

- D. Review and approve the concept of 2 Culturally Competent Technical Assistance contracts; allow staff to enter into contract negotiations for a collective total amount not to exceed \$200,000, funded by the American Rescue Plan Act; and present final contracts to the Board of Directors for contract approval.**

Ms. Henry noted there is a large percentage of minority owned businesses in Solano County that did not fare well during the pandemic, and some were forced to close. The WDB and SBDC has worked closely with the local Hispanic Chamber of Commerce and Black Chamber of Commerce to change the narrative and trajectory. These contracts would help our local Chambers, who work with minority groups, provide support to these businesses. Mr. Murrill added these contracts will help us reach this minority population. Collectively, there will be approximately 150-200 businesses served.

**MOTION #4**

A motion was made and seconded to approve the concept of 2 Culturally Competent Technical Assistance contracts; allow staff to enter into contract negotiations for a collective total amount not to exceed \$200,000, funded by the American Rescue Plan Act; and present final contracts to the Board of Directors for contract approval.

**(Halabi/Lujan) MOTION PASSED UNANIMOUSLY**

**V. Discussion**

- A. Receive Presentation and Discussion of Solano County Workforce Innovation and Opportunity Local Plan Concepts**

Ms. Henry gave a presentation outlining the Local Plan Modification. Four content elements to be included in the modification are updating the strategic vision, WIOA core and required partner coordination, State strategic partner coordination, and WIOA Title I coordination. Strategies include targeting services and investments in geographic areas and populations most affected by the pandemic, preparing businesses and residents for increased workplace digitization, utilization of supportive service strategies to help stabilize Solano's talent base, enhancement of career pathways and talent pipeline solutions in key industries, and building

awareness an partnership around workforce equity and job quality to encourage an inclusive economic recovery. The plan will also reevaluate the referral methodologies between partners, co-enrollment and common case management strategies, expansion of One-Stop system access points and shifting to virtual partnership coordination.

**B. December 14, 2022, Board Retreat Recap Discussion**

Ms. Henry noted the Board Retreat presenter gave an interesting way to think about the workforce programs and community needs. The committee shared their experience and perspective of the discussions during the retreat noting it was nice to hear that there were common issues shared. It was especially great to be able to network with others in person and learn about resources available.

**C. Countywide Workforce Professional Development**

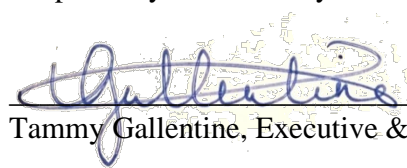
Ms. Henry opened the discussion noting that with the community workforce project with technical assistance and professional development, staff wanted to make sure any workforce entity in Solano County had access to professional development as well. The committee shared some topics that would be fill a need such as a need for managers to learn how to supervise staff. During the pandemic and with staff shortages, staff were elevated into rolls to fulfill open positions that require a lot of mentoring. Service level individuals also need mentorship. Ms. Henry noted the goal is to identify a number of topics and find contractors or experts, whether it would be internal or external staff to provide needed trainings. These trainings would be available to workforce professionals in Solano County. Internally, professional development may also include learning skills outside of their normal day to day or certifications to help elevate their skills in their current role.

**VII. Adjournment**

The meeting adjourned at 4:01 p.m.

Note: The next Planning & Oversight Committee meeting will be scheduled in February 28, 2023.

Respectfully submitted by:

A handwritten signature in blue ink, appearing to read "Gallentine", is written over a horizontal line.

Tammy Gallentine, Executive & Board Support Specialist



**WORKFORCE DEVELOPMENT BOARD**  
OF SOLANO COUNTY

**AGENDA SUBMITTAL**

<b>SUBJECT:</b> Accept the WIOA Program Year 2020-21 Fiscal Review Final Monitoring Report	<b>MEETING DATE</b> February 28, 2023	<b>AGENDA ITEM</b> IV.B
<b>FROM:</b> Heather Henry President/Executive Director	<b>ACTION REQUIRED</b> YES ✓ NO	<b>ATTACHMENTS</b> A

**RECOMMENDATION:** Staff is recommending that the Planning and Oversight Committee review and accept the WIOA Program Year 2020-21 Fiscal Review Final Monitoring Report.

**DISCUSSION:**

The on-site review was conducted October 10, 2022, through October 14, 2022. Staff provided a response to the draft report on December 20, 2022. The final report was issued on January 11, 2023 and is attached for the committee's review and acceptance.

**REPORT PREPARED BY:** Heather Henry, President/Executive Director. Please contact Heather at 707-863-3501 if you have any questions regarding this report.

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Heather Henry, President/Executive Director



Gavin Newsom, Governor  
*California Labor and Workforce Development Agency*



January 11, 2023

Heather Henry  
President and Executive Director  
Workforce Development Board of Solano County  
500 Chadbourne Road, Suite A  
Fairfield, CA 94534

Dear Heather Henry:

WORKFORCE INNOVATION AND OPPORTUNITY ACT  
PROGRAM YEAR 2020-21  
FISCAL REVIEW  
FINAL MONITORING REPORT

This final monitoring report is to inform you of the result of the Employment Development Department, Compliance Review Office (CRO), Workforce Innovation and Opportunity Act (WIOA), on-site monitoring review of Workforce Development Board of Solano County (WDBSC) fiscal systems for Program Year (PY) 2021-22.

Our review was conducted under the authority of WIOA, Sections 183(a) and 184(a)(4). The purpose of this review was to determine the level of compliance by WDBSC with applicable federal and State laws, regulations, policies, and directives related to the WIOA grant specific to financial management activities for PY 2021-22. The WDBSC was awarded WIOA funds to provide centralized comprehensive workforce services to adults, dislocated workers, youth, and rapid response. The scope of the review covered the period of July 1, 2021 through June 30, 2022.

For the fiscal portion of the review, we focused on the following areas: fiscal policies and procedures, financial reporting, expenditures charged to the WIOA grants, cost allocation, indirect cost rate, cash management, internal controls, and oversight of your subrecipients, audits, and debt collection.

The on-site review was conducted by Armando Ramirez from October 10, 2022 through October 14, 2022. The exit conference for this review was held on October 14, 2022. We collected the information for this report through interviews with WDBSC representatives; and by reviewing applicable policies, procedures, a sample of PY 2021-22 expenditures, and your response to the Fiscal Monitoring Questionnaire.



We received your response to our draft report on December 20, 2022 and reviewed your comments and documentation before finalizing this report, and the outcomes are outlined below. Your response adequately addressed finding one cited in the draft report and we consider the issue resolved and closed.

## **FISCAL REVIEW RESULTS**

We concluded that WDBSC did not comply with the requirements regarding following areas: documentation for expense payments. The finding that we identified in this area requires corrective action as specified below.

### **FINDING ONE**

#### **Criteria**

WIOA Section 185(a)(1) states, in part, “Recipients of funds under this title shall keep records that are sufficient to permit the preparation of reports required by this title and to permit the tracing of funds to a level of expenditure adequate to ensure that the funds have not been spent unlawfully.”

Title 2 Code of Federal Regulations (CFR), Chapter II, Part 200, Subpart D, Section 200.302(a) states, “Each state must expend and account for the Federal award in accordance with state laws and procedures for expending and accounting for the state's own funds. In addition, the state's and the other non-Federal entity's financial management systems, including records documenting compliance with Federal statutes, regulations, and the terms and conditions of the Federal award, must be sufficient to permit the preparation of reports required by general and program-specific terms and conditions; and the tracing of funds to a level of expenditures adequate to establish that such funds have been used according to the Federal statutes, regulations, and the terms and conditions of the Federal award.”

2 CFR § 200.339(a)-(b) states, in part, “If a non-Federal entity fails to comply with ...Federal statutes, regulations or the terms and conditions of a Federal award, the Federal awarding agency or pass-through entity may impose additional conditions, as described in § 200.208. If the Federal awarding agency or pass-through entity determines that noncompliance cannot be remedied by imposing additional conditions, the Federal awarding

agency or pass-through entity may... a) Temporarily withhold cash payments pending correction of the deficiency... (b) Disallow (that is, deny both use of funds and any applicable matching credit for) all or part of the cost of the activity or action not in compliance.”

The EDD’s Workforce Services Directive (WSD) WSD16-16, Allowable Costs and Prior Written Approval, states in part, “In general, to be an allowable charge to WIOA, a cost must meet the following criteria: be necessary and reasonable for the performance of the award; be allocable to the award; conform to any limitations or exclusions set forth in the award; be consistent with policies and procedures that apply uniformly to both federally-financed and other activities of the non-federal entity; be accorded consistent treatment; be determined in accordance with generally accepted accounting principles; and, be adequately documented.

<b>Condition</b>	The Arco Pump Pass and JC Penny department store gift cards are missing documentation and/or receipts for supportive services rendered to participants for gas and business clothing.
<b>Cause</b>	During the compliance monitoring review, we examined the selected expenses and found two journal vouchers: J11670 and J11671 totaling \$3,900; related to supportive services expenses for gas gift cards and business clothing gift cards. Per WDBSC’s Supportive Services and Incentives Policy, fixed amount gift cards for a specific purpose do not require receipts from the participants. Also, we did not find any follow-up communication on the use of these gift cards being documented nor entered into the participants’ case notes of CalJOBS <sup>SM</sup> . Without documentation, we are unable to verify that the gift cards were used for the intended purpose of the supportive service.
<b>Corrective Action</b>	The WDBSC must provide the CRO with documentation to substantiate the supportive services expenses in the amount of \$3,900. If the WDBSC is unable to provide documentation related to the supportive services expenses, they may result in questioned costs.

Additionally, the WDBSC's Supportive Services and Incentives Policy states receipts are not required for gift cards. The CRO is recommending that the policy be updated to require receipts to be in alignment with federal regulations. The WDBSC must provide a corrective action plan (CAP) stating how it will ensure all supportive services expenditures are adequately documented and that WIOA funds are spent in accordance with both federal and state requirements, and a timeline for when the WDBSC's Supportive Services and Incentives Policy will be updated.

**WDBSC Response** The WDBSC response provided additional information about the grant codes that were associated with the expenses. The journal entries that amounted to \$3,900 included gift cards purchased with non-WIOA funds. The amount covered by WIOA funds was \$2,850. Additionally, WDBSC provided receipts amounting to \$575 and case note documentation; that includes participants attesting to using the gift card as intended. The WDBSC's CAP states that the Supportive Service and Incentive Policy will be updated to align with federal and state regulations, and that receipts will be required for gift cards to ensure adequate documentation is on file. The updated policy will be presented for approval at the January 20, 2023 Board Meeting and then submitted to CRO.

**State Conclusion** The CRO reviewed the documentation and agrees that the amount of questioned costs is \$2,850 instead of \$3,900. Receipts were provided to document \$575. The WDBSC had a policy in place that did not require receipts for gift cards so were unable to produce more. Additionally, case notes were provided where participants attest to utilizing gift cards appropriately and the WDBSC's documentation includes an authorization for payment form that adequately documents the gift card type, reason, amount, and has signatures from staff and the participant. WDBSC has acknowledged that they will require that participants submit receipts moving forward and are in the process of updating their policy. Based on a review of the documentation and case notes, the gift cards were provided to participants in order to support their education/work related goals and were spent appropriately. We consider this finding resolved and closed.

Additionally, the CRO is making efforts to close out prior findings pending in the system. Below are open prior findings and their statuses. Prior findings will remain on draft and final reports until resolved.

### **Prior Open Findings**

**Corrective Action Tracking System (CATS) Number:** 16055

#### **State Conclusion (when finding was established):**

During the PY 2015-16 compliance monitoring review, we observed that WIBSC (formerly Workforce Investment Board of Solano County) used WIA (formerly Workforce Investment Act) / WIOA grant funds to purchase 30 engraved gold star paperweights for its board members totaling \$863.57. The WIBSC explained WIOA funds were used to commemorate the ending of the WIBSC as they knew it, and to appreciate the members for a job well done.

We recommend that the WIBSC provide the CRO with documentation that shows how the WIOA grant funds, used to purchase the paperweights for its board members, benefited the WIOA program. In addition, we recommend that WIBSC submit a CAP to describe how any WIOA funds used to purchase items will include documentation showing the benefit to the WIOA program and its participants.

#### **Current Status Update:**

During the PY 2021-22 compliance monitoring review, the state monitor met with CRO management regarding this open finding. Upon further discussion, the CRO concluded that this type of business expense is allowed under IRS 2021 Publication 535, Awards, Page 9 and 2 CFR 200.430(f). We consider CATS finding 16055 resolved and closed.

### **Summary**

Because the methodology for our monitoring review included sample testing, this report is not a comprehensive assessment of all areas included in our review. It is WDBSC's responsibility to ensure that the systems, programs, and related activities comply with the WIOA grant program, federal and state regulations, and applicable state directives.

Heather Henry  
January 11, 2023  
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Therefore, any deficiencies identified in subsequent reviews, such as an audit, would remain WDBSC's responsibility.

Please extend our appreciation to your staff for their cooperation and assistance during our review. If you have any questions regarding this report or the review that was conducted, please contact Armando Ramirez, Compliance Monitoring Analyst at [Armando.Ramirez@edd.ca.gov](mailto:Armando.Ramirez@edd.ca.gov) or Grant Brouqua, Compliance Resolution Unit Supervisor, at [Grant.Brouqua@edd.ca.gov](mailto:Grant.Brouqua@edd.ca.gov).

Sincerely,

*Natalie Villanueva*

Natalie Villanueva, Chief  
Compliance Monitoring and Resolution Section  
Compliance Review Office

cc: Marion Aiken, WDBSC  
Michael Pryor, WDBSC  
Gustavo Alatorre  
Teri Brimacombe  
Ann Brito  
Grant Brouqua  
Jennifer Gouvaia  
Cynthia Harrington  
Margo Hattin  
Kimberlee Meyer  
Armando Ramirez  
Tim Reynaga  
Charles Tobia  
Natalie Villanueva



**WORKFORCE DEVELOPMENT BOARD**  
OF SOLANO COUNTY

**AGENDA SUBMITTAL**

<b>SUBJECT:</b> Review and Approval of Changes to the Supportive Services Policy	<b>MEETING DATE</b> February 28, 2023	<b>AGENDA ITEM</b> IV.C
<b>FROM:</b> Heather Henry President/Executive Director	<b>ACTION REQUIRED</b> YES ✓ NO	<b>ATTACHMENTS</b> A

**RECOMMENDATION:** Staff is recommending that the Planning and Oversight Committee review and approve the COVID-19 Change to Supportive Services Policy (Attachment A) to be sent to the full board at the March 24, 2023, meeting.

**DISCUSSION:**

This change to the Supportive Services Policy is a result of recent state fiscal monitoring findings regarding pre-paid card use. Per the state monitoring results, the WDB must maintain receipts of all purchases used on pre-paid cards given to participants.

**ALTERNATIVES:** The Board could choose not to approve the policy change and request further investigation or changes on items within the policy. However, it would require reengagement with the state monitoring unit regarding previous findings.

**REPORT PREPARED BY:** Heather Henry, President/Executive Director. Please contact Heather at 707-863-3501 if you have any questions regarding this report.

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Heather Henry, President/Executive Director



WORKFORCE DEVELOPMENT BOARD  
OF SOLANO COUNTY

## POLICY ADDENDUM

Date: March 17, 2023 Number: 2020-04, Change 1

### SUPPORTIVE SERVICES AND INCENTIVE POLICY CHANGE 1

#### INTRODUCTION

This policy change adds additional considerations to the Supportive Services and Incentives Policy regarding use of pre-paid cards for supportive services purposes when using Workforce Innovation and Opportunity Act (WIOA) funds.

#### QUESTIONS

Questions relating to this change should be directed to Marion Aiken, Workforce Services Director, at [maiken@solanowdb.org](mailto:maiken@solanowdb.org) or at (707) 863-3594.

#### POLICY CHANGE

Policy changes are made to the limitations and payments of supportive services when using pre-paid cards for WIOA-funded participants as follows. All other stipulations of the Supportive Services and Incentive Policy not addressed in this Policy Change shall remain in effect.

##### Limitations and Payments

Supportive services in the form of pre-paid cards may be provided to the participant in advance, if financial or urgent need is demonstrated and documented in the participant's file. Fixed amount gift cards for a specific purpose given in advance requires receipts from the participant and case notes of such action in the participant's file. If participants do not return requested receipts of authorized and intended purchases, no further supportive services will be provided. Case notes must be entered into CalJOBS if a participant fails to return any receipts/documentation for the supportive services provided in full and include an explanation and attempts made to collect receipts.

#### DISCLAIMER

This policy change is based on the WDB's understanding of WIOA regulations and will be reviewed and updated based on any additional federal or state guidance.

#### Approved by

Workforce Development Board of Solano County



**WORKFORCE DEVELOPMENT BOARD**  
OF SOLANO COUNTY

**AGENDA SUBMITTAL**

<b>SUBJECT:</b> Review and Approval to Submit Request to Operate WIOA Career Services to the State by March 1, 2023 and for Recommendation to the Full Board	<b>MEETING DATE</b> February 28, 2023	<b>AGENDA ITEM</b> IV.D
<b>FROM:</b> Heather Henry President/Executive Director	<b>ACTION REQUIRED</b> YES ✓ NO	<b>ATTACHMENTS</b> A

**RECOMMENDATION:** Staff is recommending that the Planning and Oversight Committee review and approve the recommendation to review the application to the State of California Workforce Development Board for the WDB to continue providing Career Services for Workforce Innovation and Opportunity Act (WIOA) Title I Adult and Dislocated Worker program.

**DISCUSSION:**

Under the WIOA law, Title I Adult and Dislocated Worker Program career services may be operated through procured service providers or directly through the local workforce board. In order to provide direct services, the Local Board must have agreement from the Chief Elected Official and the Governor. In order to provide multiple functions of the WIOA system, in the WDB's case both the administrative services and direct program services, it must avoid conflict of interest by establishing appropriate internal firewalls. The state requires an application to serve as the Adult and Dislocated Worker service provider. If the WDB receives approval, that approval will be valid for a maximum of four (4) years.

Although the state policy is not yet considered final, the application and required supporting documentation must be submitted to the CWDB by March 1, 2024. The application must be presented in a public meeting to both the Board of Directors and the Solano County Board of Supervisors, followed by signature by the WDB Board Chair and the Chief Local Elected Official.

The WDB has requested an extension to submit the signed application and documentation of public meeting due to the turn-around time required by the state. The intent is to submit the application documents to the state by the March 1, 2023 deadline. The WDB will then seek final approval of the full Board at the March 24, 2023 meeting and final approval of the Board of Supervisors shortly thereafter.

**ALTERNATIVES:** The Board could choose not to approve the application to serve as WIOA Career Services provider and wait until receipt of an answer from the state board; however, approval at the Planning and Oversight Committee for presentation to the full board will show that the WDB is progressing through the approval process.



**REPORT PREPARED BY:** Heather Henry, President/Executive Director. Please contact Heather at 707-863-3501 if you have any questions regarding this report.



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Heather Henry, President/Executive Director



## **Request for Approval**

# **America's Job Center of California<sup>SM</sup> Adult and Dislocated Worker Career Services Provider**

**Local Workforce Development Board**

**Workforce Development Board of Solano County**

**Local Workforce Development Area**

**Solano County**

*The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.*

The *Workforce Innovation and Opportunity Act* (WIOA) allows Local Workforce Development Boards (Local Board) to be an Adult and Dislocated Worker Career Services Provider with the agreement of the Chief Elected Official (CEO) and the Governor.

This application will serve as the Local Board's or administrative entity's request for Governor Approval to be an Adult and Dislocated Worker Career Services Provider within a Local Workforce Development Area (Local Area) under WIOA. The application must be submitted to the California Workforce Development Board (CWDB) by **March 1, 2024**, through the following method:

**Email** [CWDBPolicyUnit@cwdb.ca.gov](mailto:CWDBPolicyUnit@cwdb.ca.gov)  
**Subject line** Career Services Provider Application

If the CWDB determines the request is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this request.

Workforce Development Board of Solano  
County

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Name of Local Board

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500 Chadbourne Rd, Suite 100

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Mailing Address

---

Fairfield, CA 94534

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City, State Zip

---

Heather Henry

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Contact Person

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707-863-3501

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Contact Person's Phone Number

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Date of Submission

## **Request for Approval Adult and Dislocated Worker Career Services Provider**

### **Local Chief Elected Official Statement**

A Local Board or administrative entity that seeks approval to be an Adult and Dislocated Worker Career Services Provider within an America's Job Center of California<sup>SM</sup> must provide a statement from the local CEO indicating his/her request as well as responses to the following questions.

Please provide responses to the following items on a separate document:

1. What factors guided the Local Board's or administrative entity's decision to submit this application to be an Adult and Dislocated Worker Career Services Provider within the Local Area?
2. How would participants be better served by the Local Board or administrative entity acting in this role rather than through the awarding of contracts?
3. Describe the Basic and Individualized Career Services the Local Board or administrative entity will provide as well as their past experience providing these services.
4. Provide the Local Area's performance outcomes for each of the last two Program Years (PY 20-21 and 21-22) and evidence that the Local Board or administrative entity is qualified to provide Adult and Dislocated Worker Career Services, including testimonials that speak to the effectiveness and efficiency with which the Local Board or administrative entity has provided or can provide those services.
5. Attach documentation (signed and dated letter) that the members of the Local Board and other relevant parties (e.g., Board of Supervisors) reviewed the information provided in the application and approved the request in a public meeting.
6. Attach documentation of internal controls, conflict of interest, and firewall policies.

## Signature Page

By signing below, the local CEO and Local Board chair request approval from the Governor to be an Adult and Dislocated Worker Career Services Provider. Each party certifies that this application submission was reviewed and demonstrates that the Local Board or administrative entity will meet all the requirements as an Adult and Dislocated Worker Career Services Provider under WIOA law and regulations.

### Instructions

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

**Local Workforce Development Board  
Chair**

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Signature

---

Fadi Halabi  
Name

---

WDB Board Chair  
Title

---

Date

**Local Chief Elected Official**

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Signature

---

John Vasquez  
Name

---

Title

---

Date

# Request for Approval for the Workforce Development Board of Solano County to Serve as the Adult and Dislocated Worker Career Services Provider

## Local Chief Elected Official Statement

This is a request by the Solano County Board of Supervisors seeking approval by the State of California for the Workforce Development Board of Solano County, Inc. to directly provide Workforce Innovation and Opportunity Act (WIOA) Career Services for Solano County's WIOA Title I Adult and Dislocated Worker grant programs.

## Responses to State-Defined Questions

**What factors guided the Local Board's or administrative entity's decision to submit this application to be an Adult and Dislocated Worker Career Services Provider within the Local Area?**

The Workforce Development Board (WDB) of Solano County Inc. has successfully served as both administrative entity and direct service provider of federal workforce formula funds on behalf of the County of Solano as grant recipient since 1982. In-house workforce provider staff has a long-term history in administering complex federal programs and directly serving the needs of jobseekers and employers. Success has been achieved in both administration and direct service delivery under the federal Job Training Partnership Act (JTPA), Comprehensive Employment and Training Act (CETA), Workforce Investment Act (WIA) and now Workforce Innovation and Opportunity Act (WIOA). As a non-profit organization directly connected to the County through a fiscal agent agreement, career services are provided in concert with County priorities, community needs, and current labor market conditions.

Continuity of service provision and understanding of federal WIOA eligibility and service delivery regulations governing Adult and Dislocated Worker services allows for a robust and compliant delivery of workforce services in Solano County. The WDB has been able to show flexibility and creativity to adapt to changes in federal and State expectations for these WIOA Title I workforce development programs. Having the WDB serve as both the administrative entity and the service provider of Adult and Dislocated Worker services allows the local workforce services to remain nimble amidst labor market shifts. For example, during COVID-19, the WDB was able to act on service delivery changes immediately without engaging in contractual negotiations.

**How would participants be better served by the Local Board or administrative entity acting in this role rather than through the awarding of contracts?**

Eliminating the current provision of WIOA Adult and Dislocated Worker services through the WDB would prompt a significant redirection of agency fiscal resources to the detriment of job

seekers and businesses and would mandate a significant reduction in staffing; staff who are skilled and experienced in providing innovative and responsive services, while remaining federally compliant. Competitive procurement of a contractor to provide such services, with limited and decreasing financial resources being available, would likely not yield local qualified/capable applicants responding from within Solano or neighboring areas. The WDB has a track record of limited or unqualified responses to federal workforce services procurement efforts. This phenomenon likely would occur if Career Services were procured. However, combining and integrating a number of key administrative and operational WIOA functions builds and sustains a basic functionality for the agency, where economies of scale and a staff fulfilling a diverse set of functions can be accounted for. Breaking functions in to smaller, unique realms loses such functionality and puts the WIOA program's performance at risk.

**Describe the Basic and Individualized Career Services the Local Board or administrative entity will provide as well as their past experience providing these services.**

The WDB will provide the following required Basic and Individualized Career Services for applicant/participant jobseekers in the Adult and Dislocated Worker grant programs:

Basic Career Services	
<ul style="list-style-type: none"> <li>• Eligibility for AJCC Partner Services</li> <li>• Outreach</li> <li>• Intake</li> <li>• Orientation</li> <li>• Initial Assessment</li> <li>• Labor Market Information</li> <li>• Resume Preparation</li> <li>• Job Search Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• CalJOBS Registration</li> <li>• Resource Center for Self-Services</li> <li>• Supportive Service Information</li> <li>• Unemployment Insurance (UI) Information</li> <li>• Financial Aid Information</li> <li>• Referrals to Programs</li> </ul>
Individual Career Services	
<ul style="list-style-type: none"> <li>• Comprehensive Assessments</li> <li>• Objective Assessments</li> <li>• Individual Employment Plan Development</li> <li>• Career Exploration</li> <li>• Career Planning and Counseling</li> <li>• Case Management</li> <li>• Barrier Mitigation</li> <li>• Supportive Service Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Preparation</li> <li>• One-on-One Resume and Interview Assistance</li> <li>• Work Experience</li> <li>• Referral to Basic Skills Development</li> <li>• Pre-Vocational Training</li> <li>• Financial Literacy</li> <li>• Job Development and Matching</li> <li>• Follow-Up Services</li> </ul>
Training Services	
<ul style="list-style-type: none"> <li>• Occupational Skills Training</li> <li>• Career Pathway Training</li> <li>• On-the-Job Training</li> </ul>	<ul style="list-style-type: none"> <li>• Transitional Jobs</li> <li>• Entrepreneurial Training</li> <li>• Incumbent Worker Training</li> </ul>

Business Services	
<ul style="list-style-type: none"> <li>• Career Fairs</li> <li>• Recruitment Events</li> <li>• Pre-Screening of Candidates</li> <li>• Talent Pipeline Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Talent Retention Strategies</li> <li>• Business Seminars and Workshops</li> <li>• Labor Market Information</li> <li>• Technical Assistance and Consultation</li> </ul>

The WDB staff has 34 years of experience in doing the same (or very similar) functions under several above-cited federal block grant programs. Staff work with local workforce, training, economic development, and basic needs assistance entities to support these activities for job seekers and businesses.

**Provide the Local Area's performance outcomes for each of the last two Program Years (PY 20-21 and 21-22) and evidence that the Local Board or administrative entity is qualified to provide Adult and Dislocated Worker Career Services, including testimonials that speak to the effectiveness and efficiency with which the Local Board or administrative entity has provided or can provide those services.**

Using predictive data from the state's labor exchange platform and data provided by the Employment Development Department's (EDD) performance unit, the WDB's performance for the last two Program Years are as follows:

Performance Indicators	Performance Goal	PY2020-21 Performance	PY2021-22 Performance
<i>Adult</i>			
Employment 2 <sup>nd</sup> Quarter Post-Exit	<b>77.0%</b>	73.6%	
Employment 4 <sup>th</sup> Quarter Post-Exit	<b>70.0%</b>	77.6%	
Median Earnings (quarter earnings)	<b>\$6,000</b>	\$6,971	
Credential Attainment Rate	<b>62.0%</b>	73.3%	
Measurable Skill Gain	<b>60.0%</b>	30.8%	
<i>Dislocated Workers</i>			
Employment 2 <sup>nd</sup> Quarter Post-Exit	<b>71.6%</b>	79.1%	
Employment 4 <sup>th</sup> Quarter Post-Exit	<b>75.0%</b>	81.4%	
Median Earnings (quarter earnings)	<b>\$8,244</b>	\$12,361	
Credential Attainment Rate	<b>60.0%</b>	79.1%	
Measurable Skill Gain	<b>60.0%</b>	45.5%	

The COVID-19 pandemic impacted employment and training completion performance during the past two program years, with the largest impacts in Employment 2<sup>nd</sup> Quarter Post-Exit and in Measurable Skills Gain. Many individuals placed in employment were laid off, impacting six-month retention indicators. The closure of training providers also significantly reduced the rate of training completion, thereby impacting measurable skill gain indicators. However, the WDB



has had great success in placing individuals into family-sustaining wages, with some of the highest median earnings indicators in the state.

The WDB receives continuous feedback and appreciation from both jobseekers and businesses for the services provided under the WIOA Title I Adult and Dislocated Worker programs. Below are a number of testimonials provided by the WDB's job seekers and businesses served:

### **Sarah**



Sarah was placed in a work experience with Downtown Vacaville Eye Care. Dr. Hang T. Nhan, O.D. said of Sarah's placement: "Sarah is fantastic! She jumped right in here and has gotten this front desk and our front office neat, clean and organized. She is friendly and a fast learner and we're very excited to have her on board."

### **Moses**

Moses came to the WDB as an immigrant seeking additional career skills. Moses said of the experience: "I would like to thank the WDB's Employability Specialists for helping out with enrollment at CSU. Thank you all for making my journey of integration into the United States enjoyable and easier. My family and I wish you all the blessings and success as you continue changing the lives of other individuals out there."



### **Josh**

Josh has developmental disabilities but stays busy with activities at a day program run by Pace Solano, a nonprofit that provides services and support to individuals with developmental disabilities. But recently, Josh decided he wanted more out of life and came up with two goals. "I wanted to go back to school and get my GED," he says. Second, he wanted a job. At the WDB, Josh talked with Rachelle Franko, a disabilities resource specialist. For clients like Josh, Franko says the goal is to help those with disabilities to become as independent as possible. Franko taught him how to set priorities, and she coordinated with counselors at Pace Solano to help with Josh's job search, she says. Josh eventually got a job collecting trash outside of Pace Solano's facility for a couple of hours a day, which fit his schedule. "I like working and seeing a lot of people walking by," Josh says. Today, Josh



says he is enjoying his math lessons at school and is grateful to Franko and other WDB staffers. “These ladies are very good friends of mine,” he says.

### **Fairfield Martial Arts**

In April 2020, the WDB Business Services team launched the Layoff Aversion Fund using Rapid Response funding to provide microgrants to Solano’s small businesses at the beginning of COVID-19. One recipient, Fairfield Martial Arts, shared: “At a time when many small local businesses are being overlooked the WDB has been there to help out with advice and assistance. We were thrilled to receive a grant for the purchase of necessary hardware and software so we can move forward with online classes and virtual training to maintain our current client base as well as reach new ones. The WDB is definitely doing what they can to help out and are quickly becoming an invaluable aid during this extraordinary time.”

### **Tolenas Winery**

Tolenas Winery is a craft winery located in the heart of the Suisun Valley. As second-generation farmers and winemakers, Tolenas Winery was born out of a passion for winemaking and continuation of the Tenbrink-Howard family legacy. With the onset of COVID-19, Tolenas Winery’s event plans and sales were extinguished overnight. e tastings.

WDB’s Business Services administered a grant program that enabled Tolenas Winery to explore a cutting-edge way to market the winery and Suisun Valley region by creating “Taste of Tolenas” wine sample boxes. “Our “Taste of Tolenas” boxes are a big opportunity for us, and we’re grateful to have the funds to help us make this happen. With our dedication to the success of Tolenas Winery and this financial assistance, we have the support needed to keep our small second-generation, family-owned business going during the pandemic.”

### **Attachments**

- I. Internal Controls Policy
- II. Conflict of Interest Policy
- III. Federal Monitoring Policy with Inclusion of Required Firewalls
- IV. Documentation of Approval in a Public Meeting of the Solano County Workforce Board of Directors
- V. Documentation of Approval in a Public Meeting of the Solano County Board of Supervisors

# DISCUSSION ITEMS



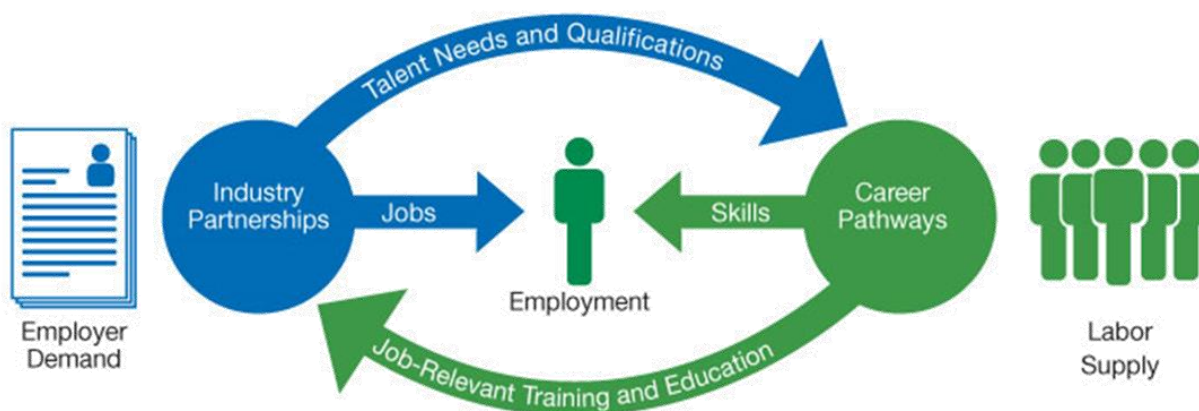


## SECTOR STRATEGIES: A CRITICAL TOOL TO DRIVE WORKFORCE AND ECONOMIC DEVELOPMENT

Never before has workforce development been as important to the success of local and regional businesses as it is today. In a recent Florida Economic Development Council survey, almost 70% of the respondents identify workforce development as one of their top three priorities. Over the last three years, 64% stated workforce has become a higher a priority of their organization. The significant role of workforce development was also recently highlighted in [Area Development's 30th Annual Corporate Survey](#) in which respondents said their top concern is the availability of skilled labor. In fact, 92.9% of respondents – up 10.8 percentage points from the prior year's survey – considered the availability of skilled labor “very important” or “important,” ranking availability higher than even labor costs.

As a result of the ongoing and growing importance of creating a talent pipeline to help businesses succeed, several national initiatives and federal laws (including the Workforce Innovation and Opportunity Act) are driving workforce organizations, in partnership with economic development and education, to embrace approaches to meet both the needs of workers and the needs of businesses in the regional economy.

Sector strategies are regional, industry-focused approaches to building skilled workforces and are among the most effective ways to align public and private resources to address the talent needs of employers. While the approach is not new, there is a growing body of evidence showing that sector strategies can simultaneously improve employment opportunities for job seekers and the competitiveness of industries.



MARCH 7, 2017

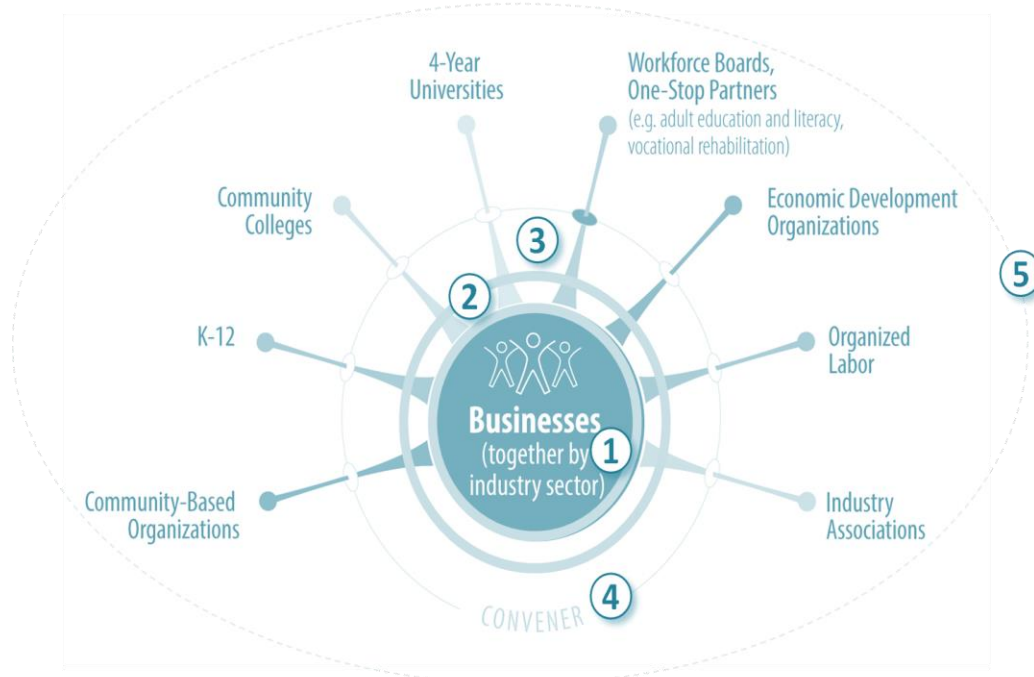
Central Florida **SECTOR STRATEGIES**

## SECTOR PARTNERSHIPS

At the heart of sector strategies are sector partnerships (sometimes referred to as industry partnerships, workforce collaboratives or regional skills alliances, among others). These partnerships are led by businesses—within a critical industry cluster—working collaboratively with workforce areas, education and training, economic development, labor, and community organizations. Sector partnerships are the vehicles through which industry members voice their critical human resource needs and where customized regional solutions for workers and businesses are formed.

### EFFECTIVE SECTOR PARTNERSHIPS:

1. **Put businesses at the middle** of the conversation, brought together at scale by industry. At this level, partners discover pressing and often broader workforce challenges from businesses, which are driving the conversation.
2. **Treat businesses as partners**, no longer just the end customer. In this model, community partners work with businesses to build customized solutions, rather than provide off-the-shelf program-based solutions.
3. **Align partners.** Sector partnerships are driven by solutions; solutions that, more often than not, require multiple partners collaborating and leveraging programs and funding.
4. **Require a credible third party “convener.”** This entity could be a local workforce development area or another organization. The convener acts as a neutral body, ready to guide the partnership and align partners.
5. **Are convened on a regional scale.** Because labor markets and industry clusters cross county and service area lines, so too must sector partnerships.



## SECTOR STRATEGY RESOURCES

Relevant tools and resources are available on the [Employment & Training Administration's Community of Practice](#) website. Specific resources that might be available include:

- [Deeper Dive into Demand-Side Data: Identifying Target Sectors](#)
- [Industry Engagement: An Overview](#)
- [How to Ensure the Sustainability of a Successful Sector Strategy: An Overview](#)
- [Deeper Dive into Supply-Side Data: Identifying Occupations & Skill Sets Aligned to Target Industries](#)

# Expanding the Evidence Base on Workforce Training for Economic Mobility

Lawrence Katz  
Harvard University & J-PAL North America  
March 9, 2022

# Motivation

01

Substantial growth in economic divide of U.S. college and non-college workers and stagnating median real earnings of non-college workers over the past four decades

02

Perception that pathways to high-wage employers vanishing for non-college workers

03

High returns on margin to access to 4-year selective public colleges and to community college vocational programs in high-earning fields such as nursing



# Starting in 1980s—Remarkable Rise of Wage Inequality by Education

## Post-college educated:

- 80-100% real rise

## Four-year college:

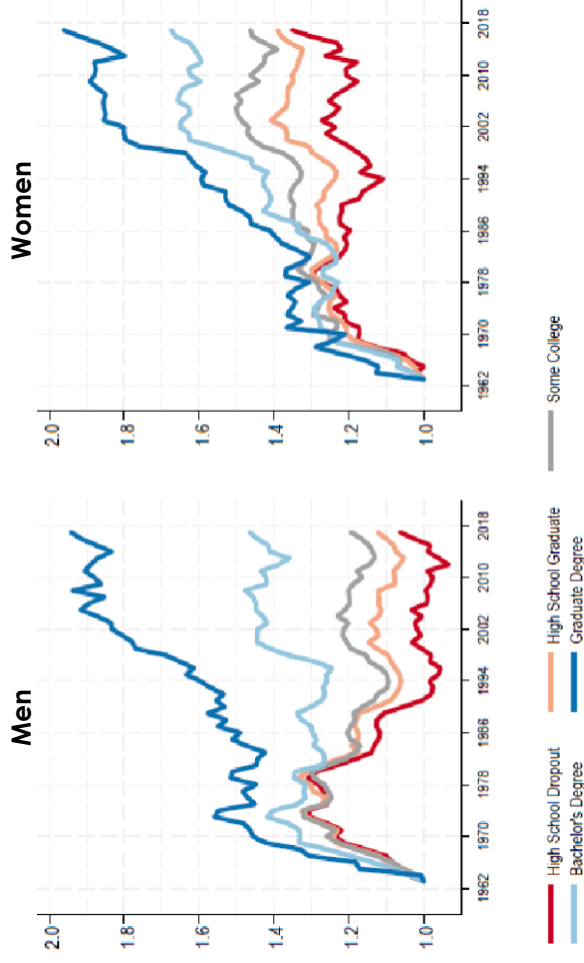
- 40-60% rise

## High school or less:

- Real wage have *fallen* among men
- Have *barely* budged among women

Source: [David Autor, 2019](#)

## Cumulative Change in Real Weekly Earnings, 1963-2017 Working Age Adults, Ages 18-64



# Motivation

01

What about individuals who fail to thrive in traditional post-secondary programs without further supports?

02

How can we assist individuals with non-traditional backgrounds who face barriers to employment in high-wage jobs and sectors, but have the “basic skills” and motivation to thrive in such jobs with access to appropriate training?

**Sectoral employment training** programs are emerging as a promising approach to workforce development for workers facing barriers to advancement.

Examples:

- 2014 WIOA
- 2021 ARP “Good Jobs Challenge” from U.S. Dept of Commerce & Sec. Raimondo
- Recent \$100 million investment in skills training programs from Google

# What can be done to support workers?

## The promise of **sectoral employment training programs**



Sectoral employment training programs have been tested through randomized evaluations and found to be effective.



[Recent publication from J-PAL North America](#) summarizes the results from 4 studies of 9 distinct programs and their impacts on employment & earnings.



EVIDENCE REVIEW

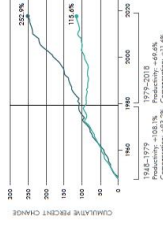
### SECTORAL EMPLOYMENT PROGRAMS AS A PATH TO QUALITY JOBS: LESSONS FROM RANDOMIZED EVALUATIONS

This publication summarizes an academic review paper on sectoral employment training programs, "Why Do Sectoral Employment Programs Work? Lessons from WorkAdvance," by Lawrence F. Katz, Jonathan Roth, Richard Hendra, and Kelley Schenberg, *Journal of Labor Economics*, forthcoming.

#### OVERVIEW AND POLICY ISSUES

Wage inequality in the United States has widened in recent decades, with the highest earners pulling away from middle and low wage workers. From 1979 to 2018, the top 0.1 percent has seen its earnings grow fifteen times faster than the bottom 90 percent. This has made it increasingly difficult for non-college educated workers to gain employment and improve their living standards. The program WorkAdvance, which has helped reduce the expansion in US educational wage differences and overall wage inequality (see figures 1 and 2) (Katz et al. forthcoming).

FIGURE 1. PRODUCTIVITY GROWTH AND HOURS COMPENSATION GROWTH, 1948-2018



Notes: Data for the compensation (upper) and hours of production (lower) are from the Bureau of Economic Analysis. The productivity line is the product of the growth rate of the compensation and the growth rate of the hours of production. The compensation line is the product of the growth rate of the compensation and the growth rate of the hours of production. The compensation line is the product of the growth rate of the compensation and the growth rate of the hours of production.



Joint Center for Poverty Action Research

jointcenter@jpal.org

## Effective sectoral employment training programs include:



Upfront screening for applicants on basic skills and motivation



Wraparound support services for participants



Occupational skills training for high-wage sectors, leading to an industry-recognized certificate



Target industries with higher paying jobs and opportunities for advancement



Career readiness training (also sometimes referred to as soft skills)



Financial support

# Findings from RCTs of sectoral employment programs

## Across 4 RCTs (covering 9 programs):



Sectoral employment programs generate substantial earnings increases in the year following training completion, which persist in long-term follow-ups



Sectoral employment programs substantially increase:

- Training and career services received
- Educational credentials and certificates attained



Earnings gained are driven by increasing the share of participants working in higher-wage jobs rather than increased employment rates or increased hours worked



Photo: Shutterstock.com

# One example: Year Up

## 1 year program including

- 6 months classroom life skills/ occupational skills training
- 6-month Internship with employer (large high-wage corporations) in IT, business/finance

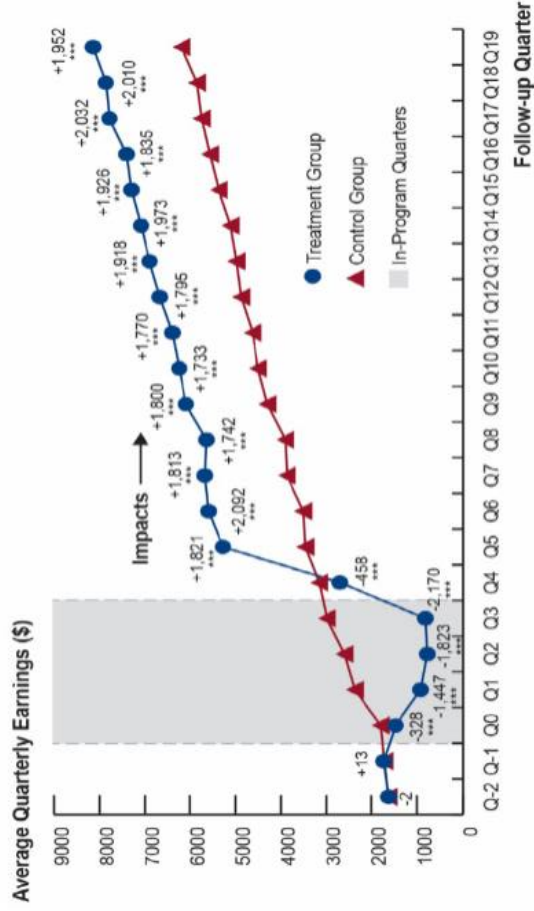
## Average quarterly earnings

➡ 53% increase in quarters 6 & 7  
(+\$1895 per quarter)

➡ 40% increase in Year 3 (+\$7011)

At 18 months, the share of participants earning \$15/hour or more tripled (15 to 45%)

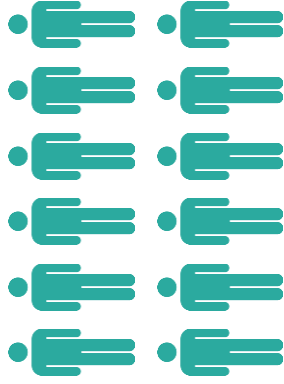
## Main Finding: Large Earnings Impacts Persisted to the End of the 5-Year Period



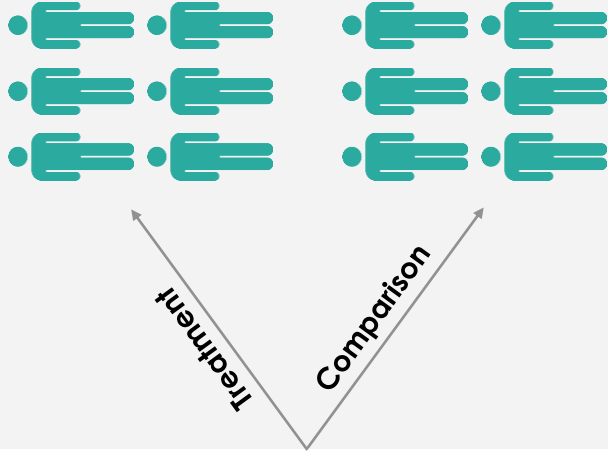
Source: Fein and Hamadyk (2021), Abt Associates PACE Study

# Why are randomized evaluations valuable?

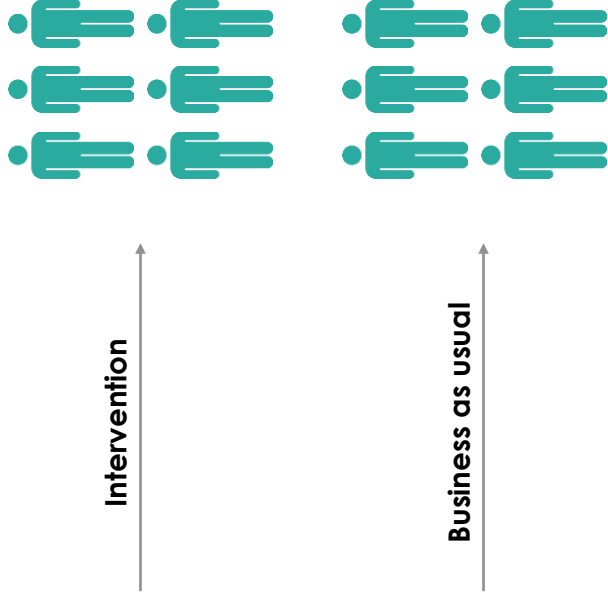
## 1. Identify eligible participants



## 2. Random assignment



## 3. Measure & compare outcomes





# The Pursuit fellowship



Pursuit's mission is to create **economic prosperity** and transformation for adults with the most need and potential.

## Program components:

- 4 years of comprehensive support
  - 1 year of training
  - 3 years of careers support and mentorship
- Connections to companies, job search support
- Innovative income sharing agreement to pay for the fellowship



Photo: Pursuit

Pursuit trains software engineering talent from underrepresented communities.

100%

From Low-income  
Populations

60%

Do not have a  
Bachelor's Degree

70%

Black or  
Latinx

50%

Women &  
Non-binary

36%

Immigrants

+50%

Public Assistance  
Recipients



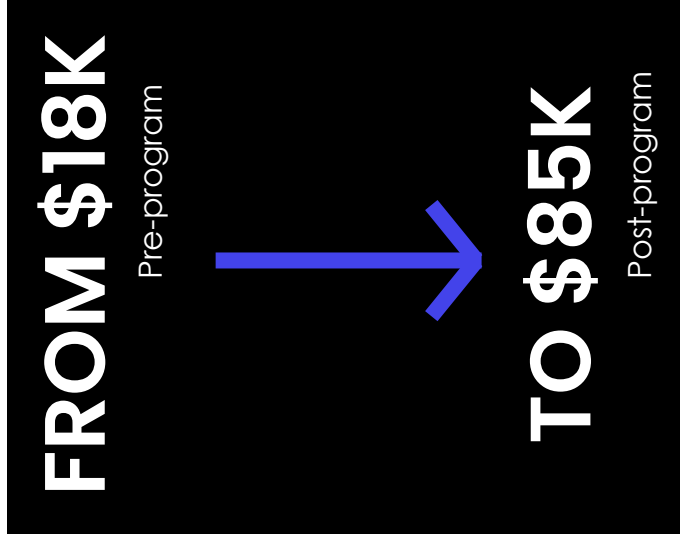
Photo: Pursuit

# Measurable impact of the fellowship



Pursuit has promising non-experimental results showing that the average annual income of \$18,000 before joining the program climbs to \$85,000 after graduating.

**Is this due to the program itself or due to a selection effect?**



# A randomized evaluation of the Pursuit Fellowship

- Pursuit and J-PAL North America plan to conduct a randomized controlled trial to isolate the effects of the Pursuit Fellowship on fellows' career paths, earnings, and other life outcomes.
- Outcomes include:
  - Employment
  - Employment in the target sector
  - Earnings (and whether earnings gains are driven by employment in the target sector)



# What the Pursuit RCT contributes to the evidence base



## **The Pursuit Fellowship randomized evaluation aims to answer questions such as:**

- Big picture: What types of programs are most effective, why, and for which populations?
- Can programs generate similarly large impacts on earnings with less stringent screening, and continue to be effective if scaled up?
- Do programs that target higher-paying industry positions achieve even greater outcomes? If so, can a longer and more intensive programming model necessary to meet such ambitions be financially sustainable?



**The Pursuit RCT stands out because of its ambitious training goals and rigorous program model, innovative financing structure, and commitment to diversity and inclusion.**

Thank you