



## Standard 25 Percent Additional Assistance Project Application

### Transmittal Page

Organization: San Joaquin County Employment and Economic Development Department (EEDD)

Date Submitted: 4/1/2017

The Additional Assistance Application has been reviewed for completeness. The submission includes the required elements:

- Transmittal Page
- Cover/Signature Page
- Exhibit A: Scope of Work
- Exhibit B: Work Plan
- Exhibit C: Performance Goals
- Exhibit D: Partner Roles, Responsibilities and Resources Chart
- Exhibit E: Budget Summary/Expenditure Plan
- Exhibit F: Contractual Services

John M. Solis, Executive Director

\_\_\_\_\_  
Applicant Designee (name and title)

This Additional Assistance Application has been reviewed and is supported by the appropriate EDD Workforce Services Branch Field Division Chief.

Miriam Lujan  
EDD Field Division Chief

4/19/17  
Date

**Standard Additional Assistance Project Application  
Executive Summary / Signature Page**

<b>Organization Name: San Joaquin County EEDD</b>					
A. Standard Additional Assistance Application [ X ] B. Layoff Aversion [ ]					
Amount Requested					<b>\$989,853.00</b>
Amount of Other Resources					<b>\$138,065.00</b>
Designated Contact Person and Title			<b>John M. Solis, Director</b>		
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**Project Title      2017 Additional Assistance Application – San Joaquin County**

**Executive Summary:**

The purpose of this grant application is to secure additional funding to expand the delivery of services to dislocated workers from the Dole and Diamond Packaged Food companies downsizing of their labor force. Primarily, the affected Industries/Sector this grant will target: manufacturing, specifically, value-added manufacturing. This industry sector provides many employment opportunities with local and regional employers. San Joaquin County (SJC) is requesting \$989,853 to serve a minimum of 185 dislocated workers. The proposed start date of this additional assistance project is April 1, 2017, with a term of 12 months. As proposed, career services through the AJCC will be provided to participants. The overall entered employment rate goal is 77.0% with a projected per participant cost of approximately \$5,351. The Business Engagement (BE) and data research from Dun & Bradstreet (DNB)/EconoVue is being used to identify companies in need of hiring individuals with similar skill sets of the workers being displaced at the identified companies and engage with these companies to get a better understanding of the labor demand of these companies. This will enable us to customize the service delivery to include the successful training activities to these targeted companies, enabling us to prepare the impacted works for a smooth transition to re-employment and to meet their growth and expansion needs. The BE will determine the industry recognized credentials they require and the best methods to acquire them (i.e., On-the-Job Training (OJT), Customized training (CT), etc.). Companies that are targeted will provide job opportunities with livable wage/benefits.

Of the 185 individuals receiving services, approximately 75 participants will receive direct career technical training as determined by BE. Additionally, approximately 60 participants will receive skills training through OJT contracts. As appropriate, proposed activities for individuals may be co-enrollment into other activities and funding sources to maximize use of available resources and service delivery options. The local and regional partner involvement will be accomplished when serving individuals seeking training in the "skilled trades" and are looking for pre-apprenticeship opportunities with plumbers and pipefitters, electricians, laborers, and sheet metal workers to name a few with approximately 10 participants placed in pre-apprenticeship training. A preliminary review of the list of individuals due to be laid off reveals that many have been employed for numerous years in the same field and will require skill upgrade to increase their employability. Thorough individual assessments will identify the workers that will require additional (industry recognized) training.

Since Fiscal year 2010-11, San Joaquin County has been awarded three (3) Additional Assistance grants; all funds were expended and all goals were attained.

**Approval of Authorized Representative (Submit 1 signed original)**

Name **John M. Solis**  
Title **Executive Director**

Signature

Date

*April 19, 2018*

## Additional Assistance Project Application – Scope of Work

Organization Name San Joaquin County EEDD

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### *Section I – Statement of Need*

1. Provide evidence of substantial layoff(s) or other qualifying event(s), including employers and/or industry clusters affected, and timeframe of layoffs.

**WARN Activity** – Since February 1, 2017, San Joaquin County has received notices (see Attachment A – Diamond Foods and Attachment B – Dole Local News Story<sup>1</sup> with approximately 403 individuals have been/will be affected in the manufacturing sector as follows:

<b>Employer</b>	<b>Industry</b>	<b># Affected</b>	<b>Date of Layoff</b>
Dole Packaged Foods, LLC	Manufacturing	30	1/31/17
Diamond Foods – Stockton	Manufacturing	238	4/14/17
Diamond Foods – Breakdown	Manufacturing	80	5/26/17
Meadowbrook	Manufacturing	55	6/24/17
	<u>Total</u>	<u>403</u>	

The focus of this Additional Assistance funding is on Dole and Diamond Foods in the manufacturing sector with occupations including Conveyor Operators, Loaders, Operator Mechanics, Line Checkers, Warehouse Drivers, Payroll Workers, Accounts Receivable and Payable, and Quality Control workers (see Attachment A for full list of occupations). Through both BE and Rapid Response activities we will develop and/or strengthen relationships with businesses, identify the skill levels of affected workers, and engage other employers for the purpose of identifying Rapid re-employment opportunities and expanding companies for OJT/CT possibilities.

The 403 layoffs (listed above) from these companies will have a significant impact in SJC and the service demands of the local workforce system/America’s Job Center of California (AJCC). A letter is provided regarding the 238 individuals at Diamond Foods, however, an additional 80 individuals listed above were hired to help finalize the work, breakdown the equipment and load the equipment onto trailers. These 80 extended hires will be laid off approximately six (6) weeks after the original displacements and will require services in mid-May. Meadowbrook Meat Company is closing it’s facility with 55 individuals being displaced beginning June 24, 2017 with the majority workers being warehouse refrigeration and freezer positions including numerous clerks (Attachment I).

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<sup>1</sup> Retrieved from the World Wide Web at the following links: <http://www.recordnet.com/news/20170215/diamond-foods-to-cut-250-stockton-jobs> , <http://www.recordnet.com/news/20161130/diamond-plant-sold-future-unclear>, <http://www.recordnet.com/news/20170105/dole-plant-to-close-30-workers-affected>.

## Additional Assistance Project Application – Scope of Work

2. *Provide the number of affected workers who will seek services and describe the types of services needed.*

Of the **403** dislocated workers listed in this application, the EEDD plans to work directly with State of California Employment Development Department (EDD) staff to recruit and serve **185** individuals with this funding. We anticipate many direct placements and historically have provided services to 50% of individuals dislocated. Funds provided will be used to expand the recruitment efforts of individuals that attend, as well as, those individuals that were unable to attend RR sessions as this effort will require additional staffing. The assessment data used to determine the types of services that will be needed will be accomplished by talking with employers through direct BE. Initial assessment data includes an understanding of the food processing plants in the region and a review of comparable occupations available at other businesses. Using employment data from CalJOBS, staff and partners are compiling data and reaching out to other businesses in order to rapidly re-employ dislocated workers. However, many of the available positions (at other companies) will require additional certifications and/or other career services. Certificates provided through Delta College may include Technician Maintenance, Basic Mechanical Systems (gears, bearings, pulleys, chains), Maintenance Technology, Process Operator 1 – pneumatics, pump and motor basics, and basic boiler/steam generation.

An assessment of the workers reveals that approximately one-third of the workers at Dole Packaged Foods never had to job search in many years and are disconnected to the labor market therefore not aware of job-finding tools available. Furthermore, many are limited English speakers. The assessment of the available data (interviews with dislocated workers and HR at companies) indicated that the workers will require intensive assistance specifically in navigating the world-wide-web and using new job-searching technologies to find the latest jobs using websites such as CalJOBS (with spidering technology) and career counseling.

The plan includes providing services when possible for dislocated workers that missed the on-site orientations and provide intensive case management beginning with AJCC orientations with necessary adjustments made for the non-English speakers. It is anticipated that constant contact with the workers will be required, with numerous appointments made and rescheduled in order to provide services. Bilingual staff will be re-assigned to provide services to the dislocated workers as oftentimes they began working through being referred by other workers at the company, thereby not having fully engaged in job search for numerous years.

The types of career services to be provided include but are not limited to the following services:

Career Services (with additional assistance provided to English Language Learners)

- a) Clear understanding of current labor market information

## **Additional Assistance Project Application – Scope of Work**

- b) Comprehensive job search (including online websites such as CalJOBS), and the hidden job market workshops;
  - i. Comprehensive Assessments to determine skill levels and industry recognized WorkKeys® Regional Work Readiness Assessment and/or CASAS;
- c) Career Counseling;
- d) Assessment of transferable skills including educational levels, and matching these outcomes with jobs opportunities in the area, and
- e) Vocational Training (to include On-the-Job Training) taking into account limited English as well as additional factors that may impact employment.

### Supportive Services

- a) Childcare,
- b) Purchase of text books,
- c) Uniforms,
- d) Tools, and
- e) Other items or services deemed necessary to eliminate barriers to education that may be not provided through other funding.

The services listed above will be provided after thorough individual assessment of the dislocated workers by case managers in collaboration with all AJCC core partners and a full understanding of business needs (captured through BE conversations with employers and data from DNB/EconoVue). The goal is to provide actionable BE by ensuring there is a consistent skilled workforce available in the manufacturing sector and meet the needs of the manufacturing business community.

Sixteen (16) employers (in hiring mode) in manufacturing have attended targeted job fairs coordinated by AJCC staff (Attachment E and G). These employers have been provided details about the skill sets that the dislocated workers possess, and that will attend the job fair(s). With this information, we plan a targeted response based on specific employer needs including specific training and certifications that will provide dislocated workers an advantage in the manufacturing sector as well as rapid re-employment opportunities.

*3. Describe the rapid response activities that have occurred and/or that are planned. Include services provided by employers and/or unions.*

The outreach coordinators have been in constant contact through emails, and at least 8-10 phone calls, with the employers and unions connected with the dislocations to ensure affected employees are aware of the services available through all the partner agencies that represent the local workforce system. Multiple efforts to share information regarding services to affected workers have been provided via social media (Facebook) and Unemployment Insurance (UI) Reemployment Services and Eligibility Assessment (RESEA) meetings delivered by EDD Staff in the AJCCs.

## **Additional Assistance Project Application – Scope of Work**

On **February 2, 2017**, a Rapid Response event was held for the 30 employees affected by the Dole Packaged Foods shut down (Exhibit D). Using EconoVue, staff developed a list of businesses in the same industry that were considered a high growth company that may be looking for employees (Exhibit E). In some cases, EconoVue had job postings for those very same companies. Using these companies, the Rapid Response Team (BRT) was able to put together a targeted job fair for eight (8) area businesses that were actively recruiting to fill 36 job openings, and held the event at Dole Packaged Foods site on the last day of employment. Due to the Job fair, six (6) individuals have been reemployed. While using EconoVue to locate these companies, the BRT was also able to identify companies that were possibly at risk of some sort of downsizing in the near future. The team is now actively engaged in reaching out to these companies to provide Layoff Aversion strategies and is able to meet business demands regardless of where they are in the business cycle. This is an opportunity to share strategies and services with the manufacturing sector. A sign-in sheet detailing the number of workers is attached (Attachment D) regarding attendees of the targeted job fair as well as the list of the employers and their positions (Attachment E). Another targeted job fair was held on **March 29, 2017**.

An AJCC staff is working with local union (International Brotherhood of Teamsters Local 601) representatives to ensure that all affected workers are provided an orientation to available services. Teamsters representatives have indicated the availability of their hall in order to hold the orientation(s) for workers from Diamond Foods. Engaging local unions is critical in order to ensure rapid reemployment and Layoff Aversion of affected workers since union representatives have access to similar companies, paying at or near similar wages, in relatively similar occupations. The local AJCC workforce system has reached out to each employer identified above in WARN Activity under Section I and offered services to all those individuals affected by the layoffs.

At this time, most employers were open to allowing presentations on available services on-site and those that were not able to provide on-site orientations agreed to provide their employees the information and materials provided. Another Rapid Response/Targeted Job Fair activity occurred on **April, 18, 2017**, and was held at Diamond Foods with ten (10) area manufacturers invited to attend and participate in the event (Attachment G). In total thirty-eight (38) individuals were contacted and completed a survey and selected a time on April 28, 2017 to receive additional information about available services. Additional staff was re-assigned to assist individuals during this event and several workers had translators (bilingual coworkers) interpret the information provided. Not everyone was able to attend this event. Two (2) sign-in sheets (Attachment H1 and H2) show who showed and also who needs to still be contacted. With this funding, the EDD staff will assist in reaching out to these individuals. A Rapid Reponse is planned for **April 25, 2017**, for the Meadowbrook Meat Company workers in Tracy, CA, with the majority individuals working in Warehouse, Dry, Freezer, and Refrigeration positions (Attachment I).

## **Additional Assistance Project Application – Scope of Work**

4. *Demonstrate that existing local resources (WIOA or other) are not adequate to address the needs of the affected workers seeking services consistent with local strategic plan.*

The existing resources will not be adequate without additional assistance funding to cover the necessary level of business engagement with multiple employers, intensive case management, OJTs, and Individual Training Accounts (ITAs) for dislocated workers. The number of workers affected by the Diamond Foods dislocations was unexpected and unexpectedly high with many workers needing upgrade of marketable skills and upskill training. Many of the workers affected at Diamond Foods mass layoff are of limited English, have been out of the “job search” market for numerous years and will require additional, intensive, job search assistance including upskill training. Many of the dislocated workers will require additional coordination with core and other partners at the AJCCs that will require additional staff time. The reported activity only represents a portion of the total population of local dislocated workers as San Joaquin County is a region dominated by small business concerns, unlike other areas of the State with large corporate employers. Although the EEDD experiences greater activity beginning in Spring, this unforeseen massive dislocation will require ongoing and strategic BE and will require additional staff time including overtime as necessary to engage the manufacturing business community.

The dislocated workers to be served with this funding are of stagnant skills set, likely from a population of non-English speakers, reliant of the same job site for themselves as well as other family members. Many workers may come from underserved areas that present challenges with transportation. Many challenges will be finding jobs that pay the same wages, since many workers will be going from union to non-union jobs where they were more than likely at the “highest step” since many were originally hired in the 90’s. Serving this impacted population now has lasting effects in that most of these individuals will need services for longer periods of time as many are limited-English learners and in need of more intensive case management than most dislocated workers.

Additional Assistance funding will be key to meeting the skilled workforce for companies and the training needs of the dislocated workers in San Joaquin County. The requested funds of \$150,000 for OJTs and \$490,000 for ITAs will be used to respond effectively to the unanticipated worker dislocation events from Diamond Foods and Dole Packaged Foods, and other companies in the manufacturing sector by providing more proactive BE visits. Staff have been reassigned from other areas to engage with businesses in the manufacturing sector and work with individuals directly in anticipation of receiving Additional Assistance funds.



## **Additional Assistance Project Application – Scope of Work**

### ***Section II – Planned Approach***

- 1. Describe the specific types of services and training that will be used to achieve the planned goals and objectives and how the proposed project will enable participants to attain, retain or advance their vocational and job-readiness skills and link them to career pathways.*

Types of services include vocational assessments to create a clear career pathway and make a good match between the participant and the vocational training and/or OJT. Training services are provided in a manner that maximizes consumer choice for both career goals and selection of eligible provider for such services taking into account the diverse positions that were dislocated (i.e., Shipping Dock Clerks, Quality Assurance, Packaging Operators, Heavy Loaders, Fork Lift Drivers, Account Clerks, Payroll Clerks, and Managers).

The use of the Eligible Training Provider List (ETPL) will be used by each AJCC along with accompanying information, labor market information, and alignment with in-demand industry sector and occupations in the local area (through the use of CalJOBS and direct BE). Career pathways will include occupations in Admin Support, Truck Driver, Material Movers, Construction Worker, Electricians, Roofers, Welders, and Metal Workers. The ETPL will include training information for dislocated workers that may have other barriers to finding new employment such as low educational levels or foreign-born workers that may have limited language barriers. We will work with providers that provide vocational training to the limited English population. After the assessment and consultation with a career counselor, customers seeking training services may select from the list of eligible provider of training services. Providers on the ETPL are demand-driven and work with employers throughout the year in order to modify the curriculum and stay relevant to the skills needed in the manufacturing sector.

Arrangement for the payment for such services is provided through an Individual Training Account (ITA). The AJCC will coordinate funding for the ITA with funding from other Federal, State, local and private job training programs or sources to assist the customer in obtaining training services (braided funding) with AJCC partners as some dislocated workers may need additional services due to having limited English skills requiring more intense case management, and or have not had to look for employment in numerous years. A greater emphasis on coordination in the delivery of services is necessary to provide increased “gap” support during this traumatic period so that individuals stay motivated and remain actively engaged in job search.

The ITA will be the instrument used for training contracts to provide for customer choice in these areas and provides skills that are transferable and portable and take into account the needs of affected workers with some training provided in classroom and other training provided online. The EEDD staff will ensure that each level of skills development corresponds with an in-demand labor market through proper BE and identification of skills necessary for employers in manufacturing.



## Additional Assistance Project Application – Scope of Work

The pathways will be flexibly designed by also receiving assistance from our regional partnerships between industry and labor, training and education providers. The career pathways will be customer-centered and demand-driven to proactively adapt to the dynamically changing needs of job seekers and employers. EEDD staff will use developed programs that realign curriculum, provide alternative delivery methods, as well as, flexibility for job seekers to gain skills and advance in the labor market more quickly to address employer and job seeker needs. Direct vocational training shall be secured through the State of California Eligible Training Provider List (ETPL) with programs that continuously engage employers in curriculum development and will increase the number of dislocated workers attaining certificates and credentials using flexible schedules driven by industry needs and program designs and providing job seekers supports to increase access, persistence and success.

*2. Describe the involvement of employers in the development and operation of this project. Demonstrate how the partnership has actively engaged employers and identified employer needs and employment opportunities*

Business engagement staff have used the DNB/EconoVue to identify 33 companies in the manufacturing industry that are most apt to hire the employees that were dislocated from Dole and Diamond. The BE Representatives are actively reaching out to the 33 companies to: analyzing the companies hiring needs and/or staffing requirements, identify subsidized employment programs (OJT's/apprenticeships), financial/tax incentives. This will provide the BE representatives the data needed to match the job seekers with the best companies and to offer appropriate training to help the job seeker secure the position. In addition, all employer engagement will be documented in the CalJOBS system to eliminate duplicate employer contacts and for reporting requirements.

The BSRs will use EconuVue web-based mapping and the EDA's database (business information) to assist in determining companies that may have a need to hire qualified job candidates that have the skill set of the workers that have been dislocated through OJT program activities that will help job candidates acquire the skills needed for the job. BSR staff will use the CalJOBS Customer Relations Management (CRM) module tool to document all local business engagement activities and to eliminate duplicate contacts from workforce system partners to regional businesses and for reporting requirements.

Thirty-three (33) companies throughout the region within a sixty-mile radius will be contacted, all of these have been researched through DNB/EconoVue to determine the level of assistance needed. The companies that have been already identified are listed below and are in the manufacturing sector:

**Company**

Hogan Mfg., Inc.

**City**

Escalon

**Additional Assistance Project Application –  
Scope of Work**

Del Monte Foods 48	Lathrop
Power Automation Systems	Lathrop
CBC Steel Buildings LLC	Lathrop
Diamond Pet Food Processors of	Lathrop
Swiss-American Sausage	Lathrop
USA Motors Com Inc.	Lathrop
Grimaud Farms Hatchery	Linden
A H Wines	Lodi
Scientific Specialties Inc.	Lodi
Delicato Vineyards	Manteca
International Healthlink Prof.	Manteca
Kurios Energy	Manteca
Sunnyvalley Smoked Meats, Inc.	Manteca
Better Built Truss, Inc.	Ripon
The Wine Group	Ripon
Guntert & Zimmerman, Const.	Ripon
Airgas	Stockton
Applied Aerospace Structural Solutions	Stockton
Boboli International, LLC	Stockton
C.A. Reding	Stockton
Electric Vehicles International	Stockton
Grimaud Farms of California	Stockton
Corn Products-Stockton Plant	Stockton
Pacific Compounding Pharmacy	Stockton
PDM Steel Service Centers	Stockton
Feralloy PDM Steel Service	Stockton
Premier Finishing	Stockton
Delta Charter Service	Stockton
American Custom Meats, LLC	Tracy
Musco Family Olive Co	Tracy
The Surtec System	Tracy
The Wine Group LLC	Tracy

Through BE, the companies listed above will identify and validate skill sets necessary for their companies. All businesses will be provided the opportunity to utilize OJTs or Incumbent Worker Training (IWT) to upskill their existing labor force. As these positions are filled, they will make room for other workers to “backfill” the less skilled positions. Targeted job fairs held in all AJCC locations throughout the County will offer onsite interviewing to accommodate companies that are hiring. One was scheduled for March 29, 2017 with six hiring companies in attendance.

Active employer engagement is ongoing as the AJCC houses the EDA and has Business Representatives that serve as liaisons between the AJCC and employers. Manufacturing

## **Additional Assistance Project Application – Scope of Work**

(including agriculture-related/value-added manufacturing) is a local and regional priority industry sector (identified by the WDB) in San Joaquin County. As such, strategic partners like the companies in the manufacturing sector, EDA, Chambers of Commerce, and the business associations will be engaged continuously to facilitate the re-employment of the displaced workers. The AJCC, with its collocated partners, including the State EDD, will conduct an aggressive outreach effort to ensure the individuals displaced have an opportunity to participate. Periodic networking sessions will be conducted to keep the displaced workers engaged in active job search.

*3. Describe involvement of TAA if applicable. Demonstrate how this project will be linked to TAA resources.*

A TAA application is not required because the dislocations do not meet the TAA eligibility criteria as companies are not moving operations out of the US.

*4. Identify the occupations for which participants will be trained or employed. Provide expected range of wages per occupations and provide an explanation of how these occupations were determined, including data source.*

Additional specific occupations will be identified as a result of ongoing BE. However, several occupations that correlate to the manufacturing sector are detailed below. The project will identify employers with job openings in the manufacturing sector and identify training strategies that will effectively identify the data to make solid training investments; training that will yield industry recognized credentials. The occupations will be a result of using DNB and EconoVue data and drilling down to look at wage data and targeting/engaging companies that hire a similarly skilled workforce. As appropriate, training shall be aligned with “demand occupations” as determined by the State of California’s Labor Market Information (LMI) using projections for 2014-2024 - Occupations with the Most Job Openings. These include manufacturing-related occupations such as Heavy and Tractor-Trailer Truck Drivers, Office Clerks (12 individuals from Diamond Foods are in the administrative area), Industrial Truck and Tractor Operators, Laborers, and Packers/Packagers (manufacturing). LMI data used is also from the 2014-2024 Fastest Growing Occupations which include Roofers, HVAC Technicians, Electricians, Construction Laborers, and Plumbers Pipefitters & Steamfitters to name a few.<sup>2</sup> Detailed information on the occupations for which participants will be trained or employed is listed below. The San Joaquin County Workforce Development Board has selected manufacturing as a focus sector because they provide job opportunities with livable wage/benefits.

The manufacturing sector is also identified in the Regional Economic Sector and Skills Gap Analysis: Central California Workforce Collaborative (CCWC) Region, Applied Development

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<sup>2</sup> State of California, Labor Market Information, retrieved from the World Wide Web at the following <http://www.labormarketinfo.edd.ca.gov/data/occupations-in-demand.html>

## Additional Assistance Project Application – Scope of Work

Economics, Inc. (ADE), October 10, 2016. The CCWC is comprised of all eight workforce development areas in the San Joaquin Valley between Bakersfield and Stockton and also represent the Regional Planning Unit (RPU) commissioned ADE to prepare a report summarizing job growth and key labor characteristics including job growth projections. Manufacturing sector occupations are considered in-demand both locally and regionally.

The “skilled trade” occupational training(s) will be coordinated with regional local labor training councils with the goal of providing dislocated workers with apprenticeship opportunities. The ADE report findings pointed to several occupations including administrative support, warehousing, and construction that will see the highest growth in San Joaquin County.

The graph below displays the expected range of wages per occupations is from Occupational Employment Statistics (OES) Employment and Wages Data Tables using - 2016 1<sup>st</sup> Quarter data.<sup>3</sup>

Occupation	25 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile
Admin Support	\$12.89	\$22.52
Truck Driver	\$14.79	\$25.99
Material Movers	\$12.20	\$22.60
Construction Worker	\$17.72	\$30.30
Electrician	\$24.37	\$36.86
Roofers	\$23.97	\$30.01
Welder	\$16.53	\$23.39
Metal Workers	\$15.84	\$18.87

Source: State of California’s Employment Development Department Labor Market Information retrieved from the World Wide Web at <http://www.labormarketinfo.edd.ca.gov/data/oes-employment-and-wages.html>

AJCC staff will determine if direct placement or vocational training shall be the next step after an assessment of an individuals’ current skills and information from direct BE. The occupations listed above represent potential placements through OJT or after vocational training has been provided. These occupations identified above represent jobs with the most job openings. It is important to note that some dislocated workers will be rapidly reemployed, others will be trained to continue in manufacturing, and a third group will request training in other in-demand occupations that they may deem more durable/stable. Although these companies are in manufacturing, with the bulk of positions being Loaders and Case Packers, many other positions are “administrative” in nature (i.e. Payroll, Accounts Payable, Accounts Receivable, Cost Analysts). The funding will provide employment opportunities or training (either OJT, or vocational) to many different positions.

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<sup>3</sup> Source: State of California’s Employment Development Department Labor Market Information retrieved from the World Wide Web at <http://www.labormarketinfo.edd.ca.gov/data/oes-employment-and-wages.html>

## **Additional Assistance Project Application – Scope of Work**

5. *Describe how your service delivery plan will achieve the goals and objectives of the project in a timely manner. Complete and attach the Project Work Plan that includes detailed objectives/activities and timelines. (Exhibit B)*

Please refer to Exhibit B for a timeline of activities.

The plan begins with proper BE with companies that are displacing workers and with companies that are in hiring and/or in expansion mode. Working with AJCC partner EDD, outreach will be provided to ensure that connections are made early and often with workers affected by the dislocations. Engagement is already underway to ensure that upcoming dislocated workers have the information they need for rapid re-employment as well as a comprehensive understanding of the services available throughout the AJCCs.

For dislocated workers that are not rapidly re-employed, the service delivery plan will consist of following the timeline of activities and achieve the goals and objectives of the project beginning with a thorough assessment of the job seekers skills and abilities, and making good matched with other companies in the manufacturing sector. Providing intensive case management to limited English participants and upskilling of individuals placed in vocational, OJT, or other types of training. Trained staff will be able to determine if direct job placement or additional training is necessary based on the results of the comprehensive assessments and in alignment with established career pathways.

### ***Section III – Participant and Performance Goals***

1. *Complete the Performance Goals Matrix for the population served by the project. If the planned project goals are lower than the local goals, provide an explanation. (Exhibit C)*

See Exhibit C

### ***Section IV – Local Partnerships and Leveraged Resources***

1. *Complete and attach the Partner Roles, Responsibilities, and Resources Chart (Exhibit D) identifying partner agencies that will be used to coordinate and provide services under this proposal. List the name of the partner in Column B and describe their role and responsibilities in conjunction with this proposal in Column C. Roles and responsibilities should be clearly defined in terms of specific tasks, services, or support that they will provide.*

See Exhibit D

To the extent possible, the project will leverage available resources to support the delivery of services to the target population. Local employers including Balance Staffing, ECS, Niagara, Premier Finishing, Premier Staffing, and Valley Mountain Express have attended a targeted

## **Additional Assistance Project Application – Scope of Work**

job fair in the manufacturing sector directly related to dislocations (see Attachment E). A targeted job fair is scheduled for March 29 at the AJCC in Stockton with at least 6 employers (3 unionized) confirmed to attend. Other partners such as San Joaquin Delta College, California Human Development and EDD are the managing partners of three of the five Job Centers and will provide recruitment for the project. As described in Exhibit D, these strategic alliances help ensure that our mutual customers have access to a wide array of services. In addition, services through other partner agencies like the local adult schools, Human Services Agency, and the San Joaquin County Office of Education will be utilized based on the individual needs of those served. It is anticipated that up to 10% of the clients served through this application will be referred and have access to services, including supportive services, subsidized by partner agencies. The approximate amount of these services is estimated to approach \$138,065.

The EDD will provide outreach during the RESEA & Personalized Job Search Assistance (PJSA) workshops. The EDD will promote the Additional Assistance Project during scheduled dislocated worker and partner orientations to continuously recruit for the project. The EDD will also provide Rapid Response, Trade Adjustment Act (co-enrollment), information about this project during Migrant Seasonal Farm Worker (MSFW) orientations. The EDD will run QMF: Macro reports capturing seek work plan “A” from Unemployment Insurance to capture dislocated workers and disseminate pertinent information. The EDD will also make “call backs” to clients to market AJCC services and orientations for dislocated workers.

The project will also leverage EDD resources for monthly program productivity tracking and engage in bi-monthly meetings with other partners, and provide a periodic review with EDD Management.

### **FINANCIAL**

#### ***Budget Summary***

*1. Complete the Budget Summary Plan (Exhibit E).*

See Exhibit E.

*2. Complete the Contract Services Worksheet (Exhibit F, if applicable).*

See Exhibit F.





## Additional Assistance Project Work Plan

Objectives/Activities	Estimated Dates
<b>1. Start-up Activities</b>	
Planning team assembled and information sharing regarding the project, goals, and objectives with performance information and business engagement	4/2017
Identification of AJCC partner involvement/commitment secured, review of ongoing strategies and calendar monthly meetings	4/2017
Information Sharing and team assembled to create a strategic business outreach message, the outreach will include specific information about data and dislocated workers & skill sets	4/2017
<b>2. Outreach/Recruitment</b>	
Business Engagement with employers	4/2017
All AJCC partners listed in Exhibit D shall provide outreach/recruitment, Rapid Response orientations including AJCC appointment scheduling for the project outreach and recruitment will include using Facebook, Twitter, newspaper, service organizations, Unions and employers that have been identified thru our Business Engagement teams	4/2017
Planning team will review training and service options to include but not limited to: assessment results, labor trends, employability, availability, entrance requirement and prerequisites, length and hours of training, cost and funding sources, and status of unemployment benefits. All services rendered are based on customer need, availability of resources, and the guidelines of the funding source	4/2017
Flyers/pamphlets, contact information shall be provided during the outreach/recruitment	6/2017
Information will be shared with all AJCC partners to continue increasing project enrollments with continuous feeds on social media	9/2017
<b>3. Assessment/Enrollment</b>	
Orientation will identify the services available thru this grant. Staff will explain how to access the services and the exact steps that need to be taken.	4/2017, 6/2017, 9/2017
Assessments to follow orientations will include CASAS ESC Appraisal Test to make certain applicant meets the minimum basis skill level needed for the desired occupation. The WorkKeys will be utilized to assess foundational skills. WorkKeys measures skills that are valuable for any occupation, skilled or professional and at any level of education. Assessments are available in three key areas: reading for information, locating information and applied math.	4/2017, 6/2017, 9/2017
Eligibility and case manager assignments	4/2017, 6/2017, 9/2017
<b>4. Training &amp; Education</b>	
Participants selected for training & education that meet minimum qualifications and show interest will be enrolled into direct career technical training utilizing the Eligible Training Provider List	4/2017, 6/2017, 9/2017
Participants selected for On-the-Job Training (OJT)	4/2017, 6/2017, 9/2017

## Additional Assistance Project Work Plan

5. Work Activities (Work experience, On-the-job training, Internship)	
On-the-job training begins	4/2017, 6/2017, 9/2017
Rapid Re-employment begins for individuals employed by other companies	4/2017, 5/2017
6. Job Placement, Retention & Follow-up	
Direct Job Placement is anticipated throughout the life of the project with employers selected through Business Engagement efforts.	4/2017, 6/2017, 9/2017
Follow Up shall occur for 12 months after files are closed	6/2017, 9/2017, 12/2017
7. Other (Describe)	

**Additional Assistance Project  
Performance Goals**

<b>Participant and Performance Goals Description</b>	<b>1<sup>st</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>3<sup>rd</sup> Quarter</b>	<b>4<sup>th</sup> Quarter</b>	<b>5<sup>th</sup> Quarter</b>	<b>6<sup>th</sup> Quarter</b>	<b>Performance Goals (%)</b>
<b>Quarter End Date</b>	<b>6/17</b>	<b>9/17</b>	<b>12/17</b>	<b>3/18</b>			
<b>1. Total Participants to Be Served</b>	30	125	185	185			
<b>2. Placement in Education or Training</b>	22	65	105	145			78.4%
a. Entered career technical training program	10	30	50	75			
b. Entered postsecondary education program	0	0	0	0			
c. Entered pre-apprenticeship program	0	5	10	10			
d. Entered apprenticeship program	0	0	0	0			
e. Entered customized employer-based training	0	0	0	0			
f. Entered on-the-job training	12	30	45	60			
g. Other	0	0	0	0			

**Additional Assistance Project  
Performance Goals**

<b>3. Completed Training</b>	21	56	96	140			93.1%
a. Completed career technical training program	9	26	43	64			
b. Completed postsecondary education program	0	0	0	0			
c. Completed pre-apprenticeship program	0	0	5	10			
d. Completed industry-valued certificate	0	23	38	70			
e. Completed on-the-job training	0	29	41	50			
f. Other							
<b>4. Placement in Unsubsidized Employment</b>	16	44	87	149			80.5%
Training related	14	40	78	139			

## Additional Assistance Project Partner Roles, Responsibilities, And Resources Chart

A	B	C	D	E
Organization Type	Name of Partner	Role and Responsibilities	Amount of Leveraged Resources	Description of Leveraged Resources
<b>Section 1 – Required Partner</b>				
Employment Development Department	EDD	<p>Referrals for Career Services</p> <p>Reemployment Services and Eligibility Assessment (RESEA) &amp; Personalized Job Search Assistance (PJSA); Market the Additional Assistance Project 2017, schedule dislocated workers to partner Orientation.</p> <p>Rapid Response</p> <p>Trade Adjustment Act (co-enrollment)</p> <p>Migrant Seasonal Farm Worker Orientations (MSFW)</p> <p>QMF: Run Macro reports capturing seek work plan “A” from Unemployment Insurance to capture dislocated workers. Marketing flyers and Employment Development Department information. Call backs to clients marketing AJCC services and orientations for dislocated workers.</p> <p><b>Tracking:</b> EDD and Partners agree to track program productivity. Bi Monthly meetings with Partner and EDD to take place with program responsible staff.</p> <p>Periodic review with Management.</p>		
<b>Section 2 – Other Partners</b>				
	EEDD	Manage Project, Mailings	0.00	

**Additional Assistance Project  
Partner Roles, Responsibilities, And Resources Chart**

Local Workforce Development Boards		Outreach/Recruit	0.00	
		Provide Career Services	0.00	
Employers/Industry	Employers	Provide OJT Opportunities	\$138,065.00	Employer Contributions for OJTs
			0.00	
			0.00	
Community Colleges	San Joaquin Delta College	Training Services	0.00	Non-WIOA tuition, BOGG
		Referrals	0.00	
			0.00	
Other Educational Institutions (e.g., Universities, K-12 education programs- ROP, CTE, Adult Education, etc.)	Adult Education	Referrals/Training	0.00	Referrals/Outreach for training
	County Office of Education ROP, CTE	Referrals/Training	0.00	Referrals/Outreach for training
			0.00	
Training Providers	Providers listed in the ETPL	Provide Diverse Training	0.00	
			0.00	
			0.00	
Unions or Other Labor Organizations	Participating Building Trades	Training/Pre-Apprenticeship	0.00	Use of Labor Hall to conduct RR Orientations
			0.00	
			0.00	

Community Based Organizations/Faith Based Organizations/other Non-Profits			0.00	
			0.00	
			0.00	
Others: (list)			0.00	
			0.00	
			0.00	
		<b>Total non-WIOA Resources</b>	<b>\$138,065.00</b>	

## Additional Assistance Project Contract Services Worksheet

	Planned Budget		
	A	B	C
	25% AA Grant Expenditures	Leveraged Expenditures	Total
<b>PROGRAM MANAGEMENT</b>			
A. Staff Salaries	\$118,060	\$0	\$118,060
B. Number of full-time equivalents <u>2.0</u>			
C. Staff Benefits	\$86,844	\$0	\$86,844
D. Staff Benefit Rate (percent) <u>73.6</u> %			
E. Contractual Services (Complete Contract Worksheet, Exhibit F)*	\$57,757	\$0	\$57,757
F. Operating Expenses	\$21,382	\$0	\$21,382
G. Indirect Costs	\$33,943	\$0	\$33,943
G1. Cost Rate (percent) <u>N/A</u> %			
G2. Cognizant Agency _____			
H. Other (describe): Administration	\$31,867	\$0	\$31,867
Total Program Management	\$349,853		
<b>CUSTOMER RELATED</b>			
I. Consumable Testing and Instructional Materials*	\$0	\$0	\$0
J. Tuition Payments/Vouchers*	\$490,000	\$0	\$490,000
K. On-the-Job Training*	\$150,000	\$138,065	\$288,065
L. Participant Wages and Fringe Benefits*	\$0	\$0	\$0
M. Participant Support Services	\$0	\$0	\$0
N. Job Retention Services	\$0	\$0	\$0
O. Other	\$0	\$0	\$0
P. Other	\$0	\$0	\$0
Q. Total Customer Related	\$640,000		
<b>TOTAL FUNDING</b>	<b>\$989,853</b>	<b>\$138,065</b>	<b>\$1,127,918</b>
		Total Request	\$989,853
		Administration	\$31,867
		Program	\$957,986
<b>EXPENDITURE PLAN</b> (Quarterly cumulative plan for WIOA expenditures Column A)			
<i>Quarter End Date (MM/YY)</i>	Q1 6/17	Q2 9/17	Q3 12/17
<i>Expenditures</i>	\$149,028	\$347,731	\$645,786
<b>EXPENDITURE PLAN</b> (Quarterly cumulative plan for WIOA expenditures Column A)			
<i>Quarter End Date (MM/YY)</i>	Q4 3/18	Q5 /	Q6 /
<i>Expenditures</i>	\$989,853	\$	\$
<b>EXPENDITURE PLAN</b> (Quarterly cumulative plan for WIOA expenditures Column A)			
<i>Quarter End Date (MM/YY)</i>	Q7 /	Q8 /	Q9 /
<i>Expenditures</i>	\$	\$	\$

\*Denotes potential 734 Training Expenditure (See Workforce Services Directive [14-01](#))



## Additional Assistance Project Contract Services Worksheet

Description —Type of Service (including training services)	Cost	Service Provider (If Known)
Reemployment Services and Eligibility Assessment (RESEA) & Personalized Job Search Assistance (PJSA); Market the Additional Assistance Project 2017, schedule dislocated workers to partner Orientation. Rapid Response Trade Adjustment Act (co-enrollment) Migrant Seasonal Farm Worker Orientations (MSFW) QMF: Run Macro reports capturing seek work plan “A” from Unemployment Insurance to capture dislocated workers. Marketing flyers and Employment Development Department information. Call backs to clients marketing AJCC services and orientations for dislocated workers.  <b>Tracking:</b> EDD and Partners agree to track program productivity. Bi Monthly meetings with Partner and EDD to take place with program responsible staff.  Periodic review with Management. Referrals	\$57,757	EDD Workforce Services
	\$0	
	\$0	
	\$0	
	\$0	
<b>Total</b>	\$57,757	

All contractual services must be competitively procured in accordance with federal and state procurement regulations and policies. See Workforce Services Directive [WSD12-10](#)

The costs of these services “may” be included as leveraged resources under Workforce Services Directive [WSD14-01](#)