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Our Vision:

Contra Costa County's Workforce Development Board supports a network that creates and promotes dynamic education systems, high-performing businesses, and a prosperous local economy with an abundance of high-quality jobs and skilled workers to fill them.

Executive Committee Meeting

Agenda

October 14, 2020

3:00 p.m. – 5:00 p.m.

ZOOM Meeting

Meeting ID: 974 3864 5971

Password: 670459

<https://zoom.us/j/97438645971?pwd=VINRSDdTWVA4bEppVHVuWVIRaHZTQT09>

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- 3:00 PM** CALL TO ORDER AND REMINDER OF POTENTIAL CONFLICT OF INTEREST
PUBLIC COMMENT
- 3:05 PM** **CONSENT AGENDA**
C1 Approve minutes from September 9, 2020 meeting
- 3:15 PM** **ACTION ITEMS**
A1 Modify and Approve award for RFI #717 for COVID-19 National Dislocated Worker Grant
A2 Consider New Board Applications
- 3:45 PM** **DISCUSSION ITEM**
D1 Upcoming Regional and Local Planning
D2 2021 meeting calendar
- 4:45 PM** **COMMITTEE MEMBER REPORTS**
EXECUTIVE DIRECTOR'S REPORT
COMMITTEE CHAIR/MEMBER REPORTS
- 5:00 PM** **ADJOURN**

Any appropriate public records related to an open session item on a regular meeting agenda and distributed by the Workforce Development Board and any of its committees to a majority of members of the Workforce Development and/or its committees, less than 72 hours prior to that meeting are available and for public inspection at 4071 Port Chicago Highway, Suite 250 Concord, CA during normal business hours.

The Workforce Development Board will provide reasonable accommodations for individuals with disabilities planning to attend Board meetings. Arrangements can be made by contacting the Board at 925.671.4560

**Workforce Development Board (WDB) of Contra Costa County
Executive Committee Charter**

Charter Element	Charter Agreement Information
Business Objective	The primary objective of the WDB Executive Committee is to support system alignment, service integration, and continuous improvement, using data to support evidence-based policymaking.
Case for Action	<p>As we advance our work toward realizing our vision for creating shared opportunity and economic prosperity, a number of key factors drive our work:</p> <ul style="list-style-type: none"> • Good jobs in today’s economy and labor market require workers to have a growing level of knowledge and skill in order to compete for them; • The employment gap is widening between those with higher levels of education and credentials and those who lack them; • Jobs are growing at both the high-skill and low-skill end of the labor market, while growth of “middle skill” jobs has been lagging; however, the retirement of baby boomers from the labor force will create openings in nearly every industry and occupation; • The incoming workforce does not have the education and skill-sets needed to perform many of these jobs, as manifested by a continued lag in the educational attainment levels of young people (although beginning to show some signs of improvement, student preparedness for post-secondary education remains very low); and • The difference between supply and demand indicates that there is a “skills gap” between what most workers have to offer and what businesses need, creating the urgency to develop and support new strategies that can better equip and train people for jobs in today’s economy.
Requirements	<p>The WDB Executive Committee will:</p> <ul style="list-style-type: none"> • Improve and expand the Workforce Development Board's communications systems and networks • Develop and present legislative/advocacy platforms and position statements for consideration by the Contra Costa County Board of Supervisors and other local elected officials • Recruit qualified board member candidates who are able to effectively advance the board’s strategic priorities and recommend membership appointments to the Board of Supervisors • Support and strengthen administrative, fiduciary, management, and oversight roles and responsibilities of the WDB, including monitoring performance of the WDB Executive Director • Help secure, leverage, and expand resources that help to support workforce and economic development in Contra Costa County and the greater region
Boundaries / Guidelines	The Executive Committee will advise and influence the direction and implementation of the WDB’s strategic objectives as outlined the WDB 2017-2020 Strategic Plan, particularly with regards to work related to systems alignment, administration, coordination, and overall accountability.
Team Membership	<p>The Executive Committee is comprised of the Chair, Vice Chair(s) and Immediate Past Chair of the WDB; the Co-Chairs of each of its subcommittees, and up to three at-large members to provide appropriate representation of the overall membership. The Executive Committee and the WDB work on behalf of the Contra Costa County Board of Supervisors and the businesses and residents of Contra Costa County.</p> <p>The WDB and the Executive committee often draw upon the knowledge and expertise of other individuals and organizations that are not members of the WDB and occasionally form <i>Ad Hoc</i> committees to do work.</p>
Timing	The work of the Executive Committee is aligned with the timeline of the WDB’s 2017-2020 Strategic Plan.
Resources	The WDB and the Executive Committee provide and/or support convening and networking functions that draw together a wide spectrum of stakeholders that contribute to the health of the local economy and prepare residents for effective participation in the workforce. These include local and regional businesses, economic development experts and organizations, public agencies, education, labor, and community-based organizations.
Review Process	<p>The Executive Committee monitors and reports its progress at regular committee meetings and full WDB member meetings as appropriate.</p> <p>Progress against the WDB 2013-2017 Strategic Plan is reviewed at regular intervals as determined by the WDB and any of its relevant governing authorities at the local, state, and/or federal levels.</p>

EXECUTIVE COMMITTEE MINUTES

Wednesday, September 9, 2020

The Executive Committee met on Wednesday, September 9, 2020 via ZOOM meeting. Chair Terry Curley called the meeting to order at 3:03 pm. Chair Terry Curley reminded everyone of potential conflict of interest.

ATTENDANCE

MEMBERS PRESENT: Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Stephanie Rivera, Joshua Anijar

MEMBERS ABSENT – Kwame Reed

OTHERS PRESENT – Corry Kennedy, Vittoria Abbate, Monica Magee, Richard Johnson (Board Members)

WDB STAFF PRESENT – Donna Van Wert, Maureen Nelson, Patience Ofodu, Noramah Burch, Jennifer Joel, Rochelle Soriano, and Patricia Conley

PUBLIC COMMENT

None

CONSENT ITEMS

C1 Approve June 10, 2020 and June 24, 2020 Executive Committee meeting minutes.

Motion/Second Michael McGill/Yolanda Vega

Motion Approved

ACTION ITEMS

A1 WDB Conflict of Interest Code

Approve the proposed revisions to WDB Conflict of Interest Code based on the 2020 Local Agency Biennial provisions for amendments.

Motion/Second: Yolanda Vega/Michael McGill

Motion Approved

AYES: Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Stephanie Rivera

NAYES: None

ABSENT: Joshua Anijar, Kwame Reed

ABSTAIN: None

A2 Approve Award of Communications/PR Contract

Based on the review panel's recommendation, authorized WDB staff to enter into a contract with **Full Capacity Marketing** for **\$99,900**, for a **12-month** service period, to provide communication and public relations services to the WDB

Motion/Second Michael McGill/Terry Curley

Motion Approved

AYES: Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Stephanie Rivera

NAYES: None

ABSENT: Joshua Anijar, Kwame Reed

ABSTAIN: None

A3 Approve Revised release of Youth RFP

Approve the revised release of the RFP for Youth services for up to \$1,200,000 based on WDB Staff and Youth Committee recommendations.

Motion/Second Michael McGill/Thomas Hansen
Motion Approved

AYES: Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Stephanie Rivera

NAYES: None

ABSENT: Joshua Anijar, Kwame Reed

ABSTAIN: None

A4 Approve Revised On-the-Job (OJT) Policy and Cap

Approve the revised policy related to issuance of On-the-Job training contracts to increase the reimbursement cap of businesses.

Motion/Second Yolanda Vega/Terry Curley
Motion Approved

AYES: Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Stephanie Rivera, Joshua Anijar

NAYES: None

ABSENT: Kwame Reed

ABSTAIN: None

A5 Appointment to the Workforce Development Board

Defer or table the approval of appointment board candidates Michelle Hernandez or DeVonn Powers for the Flex Seat # 2 pending interview with WDB Staff and Board Chair.

Motion/Second Michael McGill/Terry Curley
Motion Approved

AYES: Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Stephanie Rivera, Joshua Anijar

NAYES: None

ABSENT: Kwame Reed

ABSTAIN: None

A6 Approve Skills Upgrading/Retraining & Job Readiness Training Policy

Approve the approval of a new policy to provide direction for providing non-ITA trainings for Workforce Innovation and Opportunity Act (WIOA) Adults, Dislocated Workers and Out-of-School Youth ages 18-24.

Motion/Second Yolanda Vega/Thomas Hansen
Motion Approved

AYES: Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Stephanie Rivera, Joshua Anijar

NAYES: None

ABSENT: Kwame Reed

ABSTAIN: None

DISCUSSION ITEM:

D1 PY 2020-21 WDB Draft Budget

This report brings a DRAFT program/fiscal year 2020-21 budget to the WDB Executive Committee for their review and consideration.

Unfortunately, WDB staff were not able to provide an accurate budget for the board to approve for the 2019-2020 program year. EHSD fiscal has had challenges in providing an accurate budget. Due to these challenges, the WDB has an excess carryover amount for the 2020-2021 PY. In addition to the larger than normal carry over

amount the WDB has received almost 1.4 million in emergency COVID-19 related funding. All of our funding has an expiration term, most of which currently ranges from December 31, 2020 to June 30, 2021.

The WDB is in a unique situation of having a surplus of money that we must strategize have to expend in a relatively short period. WDB staff are working on developing strategies to expend these funds.

The PY 2020-21 WDB DRAFT Budget Report document shows the WDB currently operating under a Board of Supervisor (BOS) approved budget of \$6.275 Million in revenues. The projected \$2,794,494 Million increase adjustment needs to be adopted which will bring the WDB budget to \$9,069,494 in revenues for 2020-2021. This adjustment is due to unobligated funds over the past few years.

The adjustments for the 2020-21 WDB budget should go before the BOS in October. Staff anticipate requesting approval for the 2020-2021 PY revised/adjusted budget at the November Full Board meeting.

COMMITTEE MEMBER REPORTS

Patience Ofodu, Business Economic & Development

- The meeting is schedule on October 7, 2020 via ZOOM
- New Co-Chairs are Kwame Reed and Stephanie Rivera
- New addition the BED Committee
 - Monica Magee
- Agenda for the BED meeting on October 7th
 - LMI Presentation
 - Kristy Connelly of East Bay Leadership Council Presentation

Mike McGill, Youth Committee

- On the last Youth Committee Meeting on August 11, 2020 approval of recommending the release of Youth RFP and a discussion on different youth providers, Virtual Internships (best practice and lesson learned)
- Cancelled Youth Meeting scheduled for today, September 9th due to CWA Meeting of the Minds 2020 Virtual Conference

Vittoria Abbate, Adult Education

- Preparing for staff to be on-site (coping to adoption of “new normal”)
 - Small co-horts (soft opening)
 - Limited re-opening operations (target date Mid-October or November)
 - By January 2020 to serve in a “Hybrid Model/Fashion”
 - Staffing supporting the access sites for general office activities

Richard Johnson, EDD

- Preparing for staff to be on-site (coping to adoption of “new normal”)
 - Small co-horts (soft opening)
 - Limited re-opening operations (target date Mid-October or November)
 - By January 2020 to serve in a “Hybrid Model/Fashion”
 - Staffing supporting the access sites for general office activities

CHAIR’S REPORT

None

EXECUTIVE DIRECTOR’S REPORT

Effective October 1, 2020 will be working remotely and has announced her retirement effective December 31, 2020. Will continue to work on the Strategic Planning with the Glen Price Group.

THE MEETING ADJOURNED AT 4:31PM

Respectfully Submitted,

Rochelle Martin-Soriano, Board Secretary

/rms

DATE: October 14, 2020
TO: Executive Committee
FROM: Workforce Development Board Staff
RE: **Modify and Approve Award for COVID-19 NDWG Service Delivery**

This request is for the Executive Committee to 1) modify, increase, the amount of funding for these proposals and 2) approve awarding one-year contracts to the selected organizations based on the review panels recommendation of the proposals received from the RFI.

A. BACKGROUND

On behalf of all the WDBs in the state of California, the Employment Development Department (EDD), applied for California’ share of the DOL funds in the CARES Act. California received \$12 million to be appropriated across all CA WDBs. Contra Costa received \$540,000 of these DOL funds from the CARES Act. These funds are specifically to serve dislocated workers impacted by COVID-19.

WDB staff felt it necessary to procure out some of these federal dollars to increase capacity and allow for a more robust model of service delivery. The term of this funding is April 2020 through March 2022. The extended term of these funds gives us adequate time to do a procurement for innovative solutions and trainings to meet the needs of this population.

B. CURRENT SITUATION

On June 10th, 2020, the Executive Committee approved the release of an RFI for up to \$400,000, with no award to be more than \$200,000, for organizations to provide services as required by this funding.

An RFI was release on August 29th for 4 weeks with proposals due on September 17th. Seven proposals were received for a total of \$1,043,844.00. A team of readers/raters have evaluated the proposals and are making the following recommendations

Bidder	Proposal Budget	Rater #1	Rater #2	Rater #3	Rater #4	Rater #5	Rater #6	AVERAGE SCORES (POSSIBLE 100 PTS)	CONSIDERED FOR FUNDING
BAY AREA COMMUNITY RESOURCES (BACR)	133,193	95	95	90	92	88	77	89.5	CONSIDERED #1
SAN PABLO EDC	200,000	85	93	90	98	84	80	88.3	CONSIDERED #2
OPPORTUNITY JUNCTION (OJ)	100,000	88	95	87	93	82	85	88.3	CONSIDERED #3

JEWISH VOCATIONAL SERVICES (JVS)	100,000	90	78	85	96	80	75	84	CONSIDERED #4
LAO FAMILY COMMUNITY DEVELOPMENT INC.	198,000	90	80	85	87	80	80	83.6	NO
INTERNATIONAL RESCUE COMMITTEE (IRC)	113,320	73	88	65	91	80	60	76	NO
LOVE NEVER FAILS US	199,331	79	61	62	53	59	55	61.5	NO
	1,043,844								

Organization	Amount Requested - Inclusive of SS & OJT	Support Services	OJT	Training Sector	# to be served	Trained
BACR	\$ 133,193.00	\$ 13,320.00	\$ 15,840.00	General Job Readiness	40	27
SPEDC	\$ 200,000.00	\$ 19,000.00	\$ 50,000.00	ETPL	40	27
OJ	\$ 100,000.00	\$ 10,000.00	\$ 15,000.00	Admin Careers	30	
JVS	\$ 100,000.00	\$ 3,000.00	\$ -	3 sectors: IT, Bookkeeping, Dental assisting	20	20
Love Never Fails	\$ 199,331.00			IT	40	40
Lao Family	\$ 198,000.00			Environmental Remediation	40	40
Rescue.org	\$ 113,320.00			CNA & CDL	32	32
Total	\$ 1,043,844.00	\$ 45,320.00	\$ 80,840.00		242	186

Due to the number of quality proposals that were received, and given the fact that the WDB has the funding available, WDB staff are recommending that we increase the amount to be awarded over multiple organizations from \$400,000 to \$500,000. WDB will need to seek a modification to this grant from the grantee and the County to increase the amount that will be contracted out for services, we do not anticipate that being an issue and would like to be prepared with WDB Board approval.

C. SCHEDULE

It is imperative that we proceed with these awards and initiate contracts in order to serve our community during these challenging times. We would like to have contracts in place for a December 1, 2020 or January 1, 2021 start date.

D. RECOMMENDATIONS

1) Approve the modification to increase the amount of funding for these proposals from \$400,000 to \$500,000.

2) Approve the review panel's recommendation to fund as many of the selected organizations as possible based on the potential increase in funding being approved by both the grantor and Contra Costa County.

ATTACHMENTS

A1 - WBDCCC RFI 717

Contra Costa County Employment and Human Services Department
Workforce Development Board
Request for Interest (RFI) #717
COVID-19 Impacted Individuals

The Contra Costa County Employment and Human Services Department (EHSD) on behalf of its Workforce Development Board (WDB) announces Request for Interest #717 to manage and implement all aspects of Workforce Innovation and Opportunity Act (WIOA) funded services focused on dislocated workers laid off due to COVID-19.

A recent report by McKinsey and Company on April 2, 2020, estimated that the two highest sectors for potential job loss nationally as a result of the COVID-19 pandemic were accommodation and food services, with up to 12.5 million jobs lost, and retail trade, with the possibility of more than 10 million jobs lost. (<https://www.mckinsey.com/industries/public-sector/our-insights/lives-and-livelihoods-assessing-the-near-term-impact-of-covid-19-on-us-workers>). Based upon these national estimates, and local Worker Adjustment and Retraining Notification (WARN) reports for Contra Costa County, the proposed project will focus primarily on individuals in the personal accommodation services, food and hotel service, and the retail sectors. Contra Costa County has had a shelter in place (SIP) order in effect since March 18, 2020. Contra Costa was one of seven Bay Area counties to join together for a fairly restrictive SIP. Some counties are easing their SIP but not all, especially in the Bay Area, which is taking a stricter approach to reopening the region. Nail salons, hairdressers, bars and nightclubs remain closed in Contra Costa County as of this date. Restaurants are open for takeout only. It is unknown whether many of these individuals will be able to return to their previous jobs at all in the near or distant future.

Funding for this RFI comes from the National Dislocated Worker Grant (NDWG), which must serve a minimum of **120 program participants, 80 of which must receive training**, with an array of services intended to prepare them for new employment opportunities as rapidly as possible. Services will include the following: assessment of existing skills and experience; provision of labor market information related to employment sectors that are growing; job readiness training; supportive services (including child care, access to digital tools such as a laptop computer and broadband connection needed for remote training /employment, etc.); resume preparation support; job placement services; and career planning. Due to the likelihood that social distancing rules may still be in place when the project gets underway, online training and virtual platform service strategies may be implemented to the greatest extent possible. Training will include industry-recognized certificates, access to pre-apprenticeship programs, on-the-job training (OJT), and cohort training as appropriate. Training that emphasizes and supports creative technology and virtual work practices is encouraged.

A total of \$400,000 is available. Funding breakdown:

- \$300,000 for training
 - Cohort trainings are encouraged but not required
- \$40,000 for supportive services at an average of \$500 per person
 - Average cost per participant for training and support services: \$2,833
- \$60,000 for OJT at a maximum of \$5,000 per participant

The EHSD/WDB will award **multiple contracts** that address a combination of training and services that best meet the requirements of the grant and the needs of the target population. Proposals may address any combination of services and appropriate number of participants to be served.

Individual proposal requests not to exceed \$200,000.

Description of Service

The purpose of this RFP is to obtain bids from individuals and/or organizations that are capable of providing project management and implementation of all program elements and direct services to dislocated workers as defined by [WIOA section 3 \(15\)](#), impacted by COVID-19. Individuals must meet one of the following:

- Laid off due to COVID-19
- Experiences a reduction in hours and/or pay due to COVID-19
- Was unable to work, but is now looking for work, for any of the following COVID-19 related reasons:
 - Subject to quarantine
 - Caregiver for someone who is subject to quarantine
 - Need to care for children because of school closure or closure of other child care provider
 - At higher risk of getting seriously ill from COVID-19, or lives with someone at higher risk, as outlined on the California Department of Public Health COVID-19 website

Proposals should describe how respondents will conduct outreach, provide career development, provide minimal computer, online and virtual assistance, training referral, employment-related services and follow-up to individuals in Contra Costa County minus the City of Richmond.

Respondents should demonstrate how they will work with the EASTBAY *Works America's* Job Centers system, as well as other local workforce system partners connected to the WDB such as the SparkPoint Contra Costa, Bay Point Works Career Center, and other organizations and networks.

The selected organization(s) and/or individual(s) will employ one or more people who will work directly with job seekers and provide a full range of services. Successful responder(s) will utilize the CalJOBS case management system required by the State.

Services should include:

- Recruitment and outreach
- Eligibility determination and documentation
- Intake, orientation, and enrollment in WIOA Programs
- Individual assessment and employment plans
- Case record management
- Supportive services
- Training and or on-the-job training
- Job search seminars and job development workshops
- Employment referrals
- Job placement and tracking
- Follow-up documentation of job retention

Funding

Pending approvals from the WDB and the Contra Costa County Board of Supervisors, the EHSD will award multiple standard contracts, **no single contract to exceed \$200,000**, projected to begin January 2021 and run through December 2021.

Qualified Bidders should demonstrate:

- Knowledge of employment and training programs
 - Working knowledge and experience with services that respond to customer choice and labor market data
 - Ability to effectively use existing programs to meet employment and education goals
- Two years' experience providing case management services in the employment and training field to adult populations receiving public assistance and other social supports
- Experience providing comprehensive career development and employment-related services and associated reporting of specific, legislated program outcomes in CalJOBS
- An understanding of the local community, including:
 - Experience working with local populations
 - Understanding of the labor market needs
- Presentation of budget that reflects effective use of allocated resources, including:
 - Experience with general accounting principles

Additional Qualifications

- Ability to work a flexible schedule to meet the needs of the population
- Demonstrated experience in developing and leveraging resources for service delivery
- Experience in outreach and engagement with targeted populations
- Ability to perform administrative functions of case management and WIOA reporting requirements in CalJOBS.

RFI submission components

Completed submittals must include a proposed budget, resumes of key staff that will be engaged with this project, and a comprehensive explanation of how respondent will provide services outlined above.

Selection Criteria

In general, proposals will be evaluated based upon their ability to demonstrate the following:

- Knowledge of WIOA regulations and federal, state, and local policy;
- Ability to enroll, retain and effectively serve the target population;
- Ability to provide a full range of effective program services that meet WIOA requirements;
- Ability to meet performance outcomes; entered employment rate, earnings, credential attainment, and measurable skills gains
- Utilize collaborative partnerships that increase wrap-around services and create a synergy that produces outcomes greater than the sum of efforts taken independently;
- Costs are reasonable, allowable, necessary and realistic;
- Program timelines are reasonable and realistic to support program success;
- Adequate staffing with the necessary experience and qualifications;
- Administrative and fiscal capacity to operate the requested program services;

Proposals will be scored and ranked by a team of independent reviewers (RFP Scoring Panel) who will score and rank all responsive proposals using the criteria set forth in this RFP and make a recommendation for funding based on the evaluation scores. The table below provides a summary of the scoring method for this RFP:

RFP SCORING Methodology	
Organization Description and Qualifications	15
Program Content & Design	40
Collaboration, Partnerships, and Access (access is defined as equitable programmatic and physical opportunity to participate)	10
Program Management	
Performance: Past and Anticipated	10
Measures and Results	10
Budget and Budget Detail	15
TOTAL AVAILABLE POINTS	100

Respondents must have a total average score of 80 points or higher to be recommended for funding. WDBCCC reserves the right to consider multiple proposals. WDBCCC may require interviews.

Deadline and delivery

Interested parties must submit proposals with a letter of interest including an e-mail address and description of experience, work samples and proposed fees as outlined above to EHSD for RFI #717 to:

Contra Costa County
 Employment and Human Services Department
 Contracts Unit, Attention: **RFI #717**
 40 Douglas Drive
 Martinez, CA 94553

Telephone: (925) 608-4969
 Fax: (925) 313-1517
 E-mail: contractbid@ehsd.cccounty.us
 Website: www.ehsd.org/rfi

Complete responses must be received on or before 5:00 p.m. on Thursday, September 17, 2020. Please note that responses will not be returned, and postmarks will **NOT** be accepted. If you plan to hand deliver your response, please be advised that the office is open to the public 8 a.m. to 5 p.m., Monday through Friday.

Additional information

Right to Reject Proposals

Submission of a proposal indicates acceptance by the respondent of the conditions contained in this RFI. The WDB and Contra Costa County EHSD reserves the right to reject any or all proposals submitted. Applicants are also advised of the following:

1. Costs for developing the proposals are solely the responsibility of the bidders. The WDB of Contra Costa County will not provide reimbursement for such costs.

2. A submitted proposal may be withdrawn prior to the proposal due date. A written request to withdraw the proposal must be submitted electronically to contractbid@ehsd.cccounty.us

Appeals

The RFI Appeal Process is initiated the date the award notification letters are sent to the RFI respondents. The appeal period last no less than ten (10) working days from the date the appeal period is initiated.

All appeals must be must be submitted in writing to:

Workforce Development Board
RFI #717
Attn: Kathy Gallagher, Director
Employment and Human Services Department
40 Douglas Drive
Martinez, CA 94553

The appeal letter must state the following:

1. The issues appealed,
2. How the alleged claim detrimentally effects the entity appealing, and,
3. The rectification sought by appellant.

DATE: October 14, 2020
TO: Executive Committee
FROM: Workforce Development Board Staff
RE: **Consider Appointments to the Workforce Development Board**

This memo brings forth the following applications for review and potential recommendation for appointment to the Workforce Development Board of Contra Costa County:

Terrence Cole to fill Workforce Flex Seat #2
Stephen Kirnon to fill Workforce Flex Seat #2

A. BACKGROUND AND DISCUSSION

The Workforce Innovation and Opportunity Act (WIOA) calls for the majority of the members of local workforce boards to come from private sector businesses. With 3 workforce labor seat vacancies and only **1 flex seat vacancy**, the WDB board seats are almost completely filled.

Per WDBCCC ByLaws Section B, business seat appointments should reflect the following:

1. Majority business members who are individuals with optimum policymaking or hiring authority on behalf of the entity he or she represents (50% + 1) and are:
 - a. Business owners, or
 - b. Chief executives, or operating officers, or
 - c. Other business executives, or
 - d. Employers.
 1. These representatives shall include a representative(s) of small businesses
 2. Private sector representatives may be from organizations representing businesses, that provide employment opportunities in the Contra Costa County workforce area, in in-demand industry sectors or occupations or provide employment opportunities that, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area

Refer to WDBCCC Bylaws (**Attachment A2a**) for definition of all board seat designations.

B. CURRENT SITUATION

Filling all seats on our board is an important criterion in how our local area will continue to be viewed by the CWDB as part of continued board recertification and subsequent designation of our local area.

The WDB currently has two applications being considered for the one remaining Flex Seat #2 available on the board. At the September 9th Executive Committee meeting 2 applications were put forward: **Michelle Hernandez and DeVonn Powers** to fill Workforce Flex Seat #2. Appointment was

deferred, and Yolanda Vega and Patience Ofodu offered to contact these 2 applicants and assess best fit and recommendation for the 1 remaining seat; this has not happened yet.

The Executive Committee will need to decide if they would like to consider these 2 applicants in addition to the previous 2 applicants or wait until Yolanda and Patience have contacted the first 2 candidates, Michelle and DeVonn for consideration.

C. RECOMMENDATIONS

- 1) Recommend the appointment of **Terrence Cole** to fill Workforce Flex Seat #2
Or
- 2) Recommend the appointment of **Stephen Kirnon** to fill Workforce Flex Seat #2
Or
- 3) Defer 1 or both of these recommendations until the previous 2 candidates (Michelle and DeVonn) have been contacted first for best fit
Or
- 4) Defer these recommendations for now and recommend these 2 new applicants be contacted along with the previous 2 applicants for best fit

The Executive Committee may choose any of the above recommendation or present a different recommendation for consideration.

Board members have the option to interview candidates before recommending appointment.

D. SCHEDULE

Action/approval on this item will result in applicant being advanced forward for final appointment by the Board of Supervisors.

E. ATTACHMENTS

- A2a** WDBCCC ByLaws
- A2b** **Terrence Cole** application form
- A2c** **Stephen Kirnon** application form
- A2d** Board member roster with term end-dates as of 10.7.2020

**Workforce Development Board Of Contra Costa County (WDBCCC)
Organization Bylaws**

ARTICLE I – NAME AND ADHERENCE TO THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

The name of this organization shall be the Workforce Development Board of Contra Costa County, hereinafter referred to as the WDBCCC. The WDBCCC is established as the local workforce development board pursuant to the legislative mandates outlined in the Workforce Innovation and Opportunity Act of 2014 (WIOA), 29 U.S.C. 3101 et seq., Public Law 113-128, 128 Stat.1425). In accordance with 20 Code of Federal Regulations (CFR), Parts 678, 679, 680, 681,683, and WIOA Sections 106, 107, 108, 111, 121, 122, 123, 129 and 134 for the East Bay Workforce Development Area/Region, the functions of the WDBCCC shall be performed in partnership with the County Chief Elected Official (CEO).

ARTICLE II - SCOPE AND RESPONSIBILITIES

As set forth in the Workforce Innovation and Opportunity Act of 2014 (WIOA) and as an advisory body to the Contra Costa County Board of Supervisors, the responsibilities of the WDBCCC are:

- A. Work with the Contra Costa County Board of Supervisors and Chief Elected Official (CEO) to develop a vision and strategy to coordinate a workforce development network of public, private, community-based, and other partners to enhance the competitiveness of the local workforce and support economic vitality for Contra Costa County and the broader East Bay region.
- B. Develop and submit a local workforce development plan to the Governor, in partnership with the County Board of Supervisors, for the Contra Costa County Local Workforce Development Area (LWDA), as designated by the California Workforce Development Board (CWDB) to include the entirety of Contra Costa County, exclusive of the City of Richmond.
- C. Develop and submit a regional workforce development plan to the Governor, in partnership with other local LWDAs in the East Bay Regional Planning Unit. Other East Bay LWDAs include Alameda County, the City of Oakland, and the City of Richmond.
- D. With the agreement of the Contra Costa County Board of Supervisors, designate one-stop operator(s) and terminate the eligibility of such operator(s) for cause; identify eligible provider(s) of youth activities in the Contra Costa County LWDA by awarding grants or contracts on a competitive basis, based on recommendations of the WDBCCC; identify eligible providers of training services for adults and dislocated workers; and identify eligible one-stop operators and providers of career services by awarding contracts which may be on a competitive basis..
- E. Develop a budget for purposes of carrying out the duties of the WDBCCC subject to the approval of the Contra Costa County Board of Supervisors. The WDBCCC may solicit and accept grants and donations from sources other than federal funds.
- F. In partnership with the Contra Costa County Board of Supervisors, conduct oversight with respect to local programs of youth activities and local employment and training activities for employers,

**Workforce Development Board Of Contra Costa County (WDBCCC)
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adults, and youth at the one-stop centers in the LWDA.

- G. Negotiate and reach agreement on WIOA local performance measures with the Contra Costa County Board of Supervisors and the Governor, and certify comprehensive One Stop Center(s).
- H. Assist the Governor in the development of a statewide employment statistics system (e.g., labor market information system pursuant to the Wagner-Peyser Act).
- I. Coordinate workforce development activities carried out in the LWIA with economic development strategies and develop other employer linkages.
- J. Promote the active participation of the private sector in the local workforce investment system.

ARTICLE III - MEMBERSHIP

- A. Members of the WDBCCC shall be appointed by the Contra Costa County Board of Supervisors in accordance with federal and state law, and as further described below in Article III, Paragraphs B, and C.
- B. Membership of the WDBCCC shall be composed as follows:
 - 1. Majority business members who are individuals with optimum policymaking or hiring authority on behalf of the entity he or she represents (50% + 1) and are:
 - a. Business owners, or
 - b. Chief executives, or operating officers, or
 - c. Other business executives, or
 - d. Employers.
 - 1. These representatives shall include a representative(s) of small businesses
 - 2. Private sector representatives may be from organizations representing businesses, that provide employment opportunities in the Contra Costa County workforce area, in in-demand industry sectors or occupations or provide employment opportunities that, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area
 - 2. Workforce representatives who shall comprise at least 20% of local board members, including the following provisions:
 - a. Two (2) or more of the members must be representatives of labor.
 - b. One (1) or more of the members must be representatives of a joint labor-management, or union affiliated, registered apprenticeship program in Contra Costa County, who is a training director or a member of a labor organization.
 - c. To meet the twenty percent (20%) requirement the Board may include one or more representatives of community-based organizations (CBO) who:

**Workforce Development Board Of Contra Costa County (WDBCCC)
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1. Have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans, or;
 2. Provide or support competitive integrated employment for individuals with disabilities; or;
 3. Represent organizations with demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.
3. Representatives of entities administering education and training activities in Contra Costa County, who shall include
- a. A representative of eligible providers administering adult education and literacy activities under WIOA title II, and;
 - b. A representative of institutions of higher education providing workforce investment activities (including community colleges)
 1. This category of membership may include representatives of local educational agencies, and community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.
4. Representatives of governmental and economic and community development entities who shall include
- a. A representative of economic and community development entities
 - b. A representative from the State Employment Service Office under the Wagner-Peyser Act
 - c. A representative of the programs carried out under title I of the Rehabilitation Act of 1973
 - d. This category of members may include representatives of agencies or entities administering programs in Contra Costa County relating to transportation, housing, and public assistance, or representatives of philanthropic organizations serving Contra Costa County
5. Such other individuals or representatives of entities, as the chief elected official for Contra Costa County determines to be appropriate.
- C. To be eligible for appointment to the WDBCCC, members must be nominated as set forth below for the category to which they are appointed:
1. Nominations to the private sector seats on the WDBCCC shall:
 - a. Be made by business, professional and/or trade organizations in the Contra Costa County area. There shall be at least one nomination for each vacancy.
 - b. Be a result of recruitments from Chambers of Commerce, trade associations or other business organizations.

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- c. Be individuals with "optimum policy-making authority." These individual are expected to be able to speak affirmatively on behalf of the entity s/he represents and to commit the entity to a chosen course of action.
 - d. Include representatives from small business.
 - e. Include representatives from the industry clusters identified by Contra Costa County labor market information research.
 - f. Include representatives to provide for geographic representation from all parts of Contra Costa County.
 - g. Include representatives who have an expressed interest and expertise in the economy of the County.
- 2. Representatives of labor organizations shall be nominated by local labor federations or other representatives of employees where there are no labor federations.
- 3. Nominations to the Adult and Family Literacy seat shall be solicited from the local providers of Adult and Family Literacy in the Contra Costa County workforce development area. .
- 4. Economic development agency members shall be selected from:
 - a. An entity representing economic development in Contra Costa County
- 5. Appointment of such other representatives of organizations referred to in WIOA as flex seats shall be selected from:
 - a. An individual having "demonstrated experience and expertise" in the field of workforce development; and/or
 - b. An individual who contributes to the field of workforce development, human resources, training and development, or a core program function or;
 - c. An individual who the Local Board recognizes for valuable contributions in education or workforce development related fields.
- D. Members of the WDBCCC shall either reside in or be representatives of businesses, organizations or agencies with interests that are located within the LWDA boundaries.
- E. Seat terms shall be staggered and of four years' duration. The term of each seat will commence on July 1st and terminate on June 30th four calendar years later.
- F. The WDBCCC may recommend to the Contra Costa County Board of Supervisors changes to the size and composition of its membership, provided that two-thirds of its members have voted to recommend the change. Recommended changes to size and composition of the WDBCCC membership must be approved by the Contra Costa County Board of Supervisors.
- G. The members of the WDBCCC shall not be paid for their services, but shall be reimbursed for their necessary and actual expenses incurred in the performance of their duties connected with their activities or responsibilities under the WIOA and/or other programs under the purview of the

**Workforce Development Board Of Contra Costa County (WDBCCC)
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WDBCCC. All requests for reimbursement must be submitted in accordance with approved travel and expense reimbursement policies and procedures of the WDBCCC's respective administrative entity.

ARTICLE IV: DUTIES OF MEMBERS

- A. Members shall attend meetings of the WDBCCC and of committees to which they are appointed. The Executive Committee shall routinely review member attendance at WDBCCC and committee meetings.
- B. Members shall notify the Executive Director and/or staff of the WDBCCC, of any expected absence for a meeting at least 48 hours before a regularly scheduled WDBCCC or Committee meeting, indicating good and sufficient reasons for the absence. Such notification may be direct or through staff of the WDBCCC.
- C. Each member of the WDBCCC should serve on at least one standing committee as necessary.

ARTICLE V - OFFICERS AND ELECTIONS

- A. At a minimum, there shall be a Chairperson and Vice-Chairperson. Additional officers (if any) shall be determined by the WDBCCC membership. Any two officer positions, except those of the Chairperson and Vice-Chairperson, may be held by the same person. Whenever possible, the outgoing Chair will continue to serve as an active board member as the Past Chair for at least one year.
- B. The Chairperson shall preside at all WDBCCC meetings, represent the WDBCCC whenever the occasion demands, appoint members to committees, and call special meetings at any time necessary.
- C. The Vice-Chairperson(s) shall assist the Chairperson and assume all the obligations and authority of the Chairperson in his/her absence, and shall chair the Executive Committee. In the event that the Vice-Chairperson(s) are not available, the Past Chair shall serve in this capacity.
- D. The Chairperson and Vice-Chairperson(s) of the WDBCCC will be selected from among business members. If there is no Vice Chairperson, the Chair shall appoint a Vice Chairperson on a quarterly rotating basis. In making such appointments, the Chair will give preference to eligible Committee Co-Chairs.
- E. A WDBCCC member may serve as Chairperson for a period of no longer than two (2) years and as a Vice-Chairperson for no longer than three (3) years.
- F. Any officer may be removed from office by the affirmative vote of fifty percent (50%) rounded-up, plus one (1) of the full membership for conduct, activities or interest detrimental to the interest of

**Workforce Development Board Of Contra Costa County (WDBCCC)
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the WDBCCC, in accordance with Article X, Section C.

- G. A Nominating Committee shall be convened each fiscal year to designate a new slate of officers for the following fiscal year. The Nominating Committee shall be chaired by the Immediate Past Chairperson who shall appoint at least two (2) other Board members, a majority of whom shall represent the business community. In the event the position of Immediate Past Chairperson is vacant, the Chairperson shall appoint the Chair of the Nominating Committee.
- H. The period for officer nominations shall commence upon the establishment of the Nominating Committee and will close 30 days prior to the final regularly scheduled full board meeting of the fiscal year.
- I. A report from the Nominating Committee on selection of officers shall be provided to the members in advance of officer elections and made available to the public. Additional nominations from the floor will be accepted by the chair or acting chair of the WDBCCC before the vote takes place.
- J. An election of officers shall be held no later than the final regularly scheduled full WDBCCC meeting of the fiscal year, though the election date may be changed in any given year if formally determined necessary by the WDBCCC membership. Officers shall be elected by a majority vote of the members present.
- K. Officers' terms will commence on July 1 and end on June 30 of the following calendar year.

ARTICLE VI - VACANCIES

- A. The WDBCCC or its Executive Committee shall review scheduled and unscheduled membership vacancies as they occur and assess associated needs with appointing a replacement. The WDBCCC and Executive Committee shall consider applicable federal, state, and local membership guidelines in formulating a recommendation for review. A majority vote of members present at a WDBCCC or WDBCCC Executive Committee meeting is needed to affirm the recommendation.
- B. The WDBCCC Chairperson shall immediately report to the Contra Costa County Board of Supervisors any unscheduled vacancy.
- C. A vacancy in any officer position may be filled by the WDBCCC for the unexpired term of the position by a majority vote of the members attending a called meeting of the full WDBCCC membership or the WDBCCC Executive Committee.
- D. Nominations for appointment to the WDBCCC shall be made in accordance with the Workforce Innovation and Opportunity Act. Nominees will be presented by the WDBCCC to the appropriate committee of the Contra Costa County Board of Supervisors' for review and advancement to the Board of Supervisors for final appointment to the WDBCCC.

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ARTICLE VII – MEETINGS, QUORUM REQUIREMENTS, AND RULES OF PROCEDURE

- A. All WDBCCC meetings shall be open, public and noticed in conformance with the provisions of the Ralph M. Brown Act, California Government Code Section 54950 et seq., as amended and the Contra Costa County Better Government Ordinance (BGO). Meetings held at a location within Contra Costa County, California that satisfies the access requirements of the Americans with Disabilities Act.
- B. Regular meetings of the WDBCCC shall be held at least once each calendar quarter, and shall be conducted in accordance with all applicable federal, state and local laws.
- C. Special or emergency meetings of the WDBCCC may be called at any time by the Chairperson, the Executive Committee, or upon written request of at least a majority of WDBCCC members. Notice of a special or emergency meeting will include the time, date, place, and purpose. The notice, time permitting, shall be not less than one working day before such meeting date. All meetings will be subject to applicable laws and ordinances.
- D. Alternative technological means such as telephone or video conferencing may be used at a WDBCCC standing or ad hoc meeting as technological resource availability permits and as permissible by the Ralph M. Brown Act.
- E. Fifty percent (50%) rounded-up of the filled number of seats will constitute a quorum of the full WDBCCC or a WDBCCC committee. In the absence of 50 percent rounded-up in attendance, the meeting shall be cancelled no later than thirty (30) minutes after scheduled meeting time provided that entire WDBCCC has been given proper notice as stated in these bylaws.
- F. When issues arise that require members to recuse themselves from the voting process and there is not a quorum due to a conflict of interest, the vote shall be moved to another meeting when there are sufficient unconflicted members to vote.
- G. When a quorum is present, each regular voting member shall have one (1) vote when present. No proxies or absentee votes shall be permitted. A quorum must be maintained at all times for voting purposes. .
- H. All meetings of the WDBCCC and its committees shall be guided by the current edition of Roberts Rules of Order, Revised.
- I. The WDBCCC shall be governed in its activities by all applicable laws, regulations and instructions.

ARTICLE VIII - COMMITTEES

- A. The WDBCCC Chairperson may establish Standing Committees, Ad Hoc Committees and Task Forces as necessary and shall designate the chairpersons.

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- B. The size and purpose of each Standing or Ad Hoc Committee shall be determined by the WDBCCC Chairperson, in consultation with any designated Committee Chairperson(s). Every effort shall be made to ensure that each Standing committee is comprised of five (5) or more members of the WDBCCC.
- C. Each WDBCCC Standing Committee will have a minimum of one (1) chairperson with responsibility for conducting the regular business of that respective committee.
- D. Any WDBCCC member may serve as a Committee Chairperson or Co-Chairperson. WDBCCC members may serve as Chairs of a single WDBCCC Standing Committee for a period or no more than two (2) years.
- E. There shall be an Executive Committee composed of the WDBCCC Chairperson, the Vice-Chairperson(s), and a past WDBCCC Chairperson, one (1) to two (2) voting members-at-large, and the Chairpersons of Standing Committees. In the event a past Chairperson is not available, the Chair may appoint an additional member-at-large. At least fifty percent (50%) plus one of the Executive Committee members shall be business member representatives.
- F. The Executive Committee shall meet at a regularly scheduled time and is authorized to act on behalf of the Workforce Development Board on those matters delegated to it by the WDBCCC. For those matters not delegated to it by the WDBCCC, the Executive Committee is authorized to meet and act on behalf of the WDBCCC at such times as may be determined necessary by the Chairperson, provided that such actions taken by the Executive Committee shall be ratified by the WDBCCC at its next regularly scheduled meeting.

The responsibilities of the Executive Committee shall include:

- Approving annual budgets and forwarding to the WDBCCC for review;
- Obligating and approving awards of contracts, grants, and/or other funding related to programmatic and/or operational objectives (requires a 2/3 vote of Executive Committee members present for approval) before the recommendation to the Board of Supervisors;
- Hearing budget related matters and forwarding appropriate items to the WDBCCC
- Developing legislative/advocacy platforms and position statements
- Developing operational and policy objectives
- Appointing non-WDBCCC members to serve on WDBCCC Standing committees. These members may vote on matters put forth to the respective WDBCCC committee(s), but they are not voting members of the WDBCCC.
- Recommending membership appointments and resignations from the WDBCCC to the Board of Supervisors as necessary

At least once a year the Executive Committee will be charged with examining WDBCCC planning documents and priorities. The Executive Committee will coordinate committee activities, review committee reports and provide recommendations and advice to the WDBCCC on all matters within the jurisdiction of the bylaws.

**Workforce Development Board Of Contra Costa County (WDBCCC)
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ARTICLE IX - STANDARDS OF CONDUCT AND CONFLICT OF INTEREST

Members of the Workforce Development Board will:

- A. Avoid situations which give rise to a suggestion that any decision was influenced by prejudice, bias, special interest, or personal gain by recusing themselves from the discussion and action taken.
- B. Exercise due diligence to avoid situations which may give rise to an assertion that favorable treatment is being granted to friends and associates.
- C. Disclose potential financial conflict of interest by filing Form 700 and all other necessary and required documents
- D. Not solicit or accept money or any other consideration from any person for the performance of an act reimbursed in whole or part with Workforce Innovation and Opportunity Act funds.
- E. Not participate nor vote on contracts or grants relating to services provided by that member or the entity he or she represents, if the member or the entity financially benefits from the decision.
- F. Abide by all conflict of interest codes and attend requisite training.

ARTICLE X - TERMINATIONS

Any member may be terminated from membership on the WDBCCC by one of the following actions:

- A. Resignation. Resignation of WDBCCC members should be effected by a written letter of resignation submitted to the Chairperson of the WDBCCC and the Contra Costa County CEO.
- B. Failure to attend three consecutive regularly scheduled full WDBCCC and/or committee meetings, excessive excused absences from regularly scheduled WDBCCC and/or committee meetings, or failure to resign when he/she ceases to be a representative of the group from which he/she was selected. Said conduct shall automatically be reviewed by the WDBCCC Executive Committee, which in turn shall present a recommendation to the WDBCCC. A majority vote of the WDBCCC membership is needed to affirm the recommendation.
- C. For conduct, activities, or interest detrimental to the purpose of the WDBCCC. Said conduct is subject to review by the Executive Committee, which in turn shall present a recommendation to the WDBCCC. An affirmative vote of fifty percent (50%) rounded-up, plus one (1) of the full membership is needed to ratify the recommendation.

**Workforce Development Board Of Contra Costa County (WDBCCC)
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ARTICLE XI - AMENDMENTS

These bylaws may be altered, amended or repealed at any regular meeting of the WDBCCC by a vote of two-thirds (2/3) of the voting members present where there is a quorum, provided notice of the proposed change shall have been disseminated to each representative no less than seven (7) days prior to such meeting.

Adopted by Workforce Development Board on **August 2, 2016**

Approved by the Contra Costa County Board of Supervisors on **July 18, 2017**

Application Form

Profile

Terrence _____ M _____ Cole _____
 First Name Middle Initial Last Name

_____ Suite or Apt _____
 Home Address

Walnut Creek _____ CA _____ 94596 _____
 City State Postal Code

_____ Primary Phone

_____ Email Address

Which supervisorial district do you live in?

District 4

Education

Select the option that applies to your high school education *

High School Diploma

College/ University A

Name of College Attended

Walden University

Degree Type / Course of Study / Major

PhD/Public Policy & Public Administration

Degree Awarded?

Yes No

College/ University B

Name of College Attended

University of Memphis

Degree Type / Course of Study / Major

MS/Education Administration Leadership

Degree Awarded?

Yes No

College/ University C

Name of College Attended

University of Tennessee

Degree Type / Course of Study / Major

BS/Criminal Justice & Psychology

Degree Awarded?

Yes No

Other schools / training completed:

Course Studied

Negotiation & Mediation

Hours Completed

24

Certificate Awarded?

Yes No

Board and Interest

Which Boards would you like to apply for?

Economic Opportunity Council: Submitted
Mental Health Commission: Submitted
Workforce Development Board: Submitted
Racial Justice Oversight Body: Submitted

Seat Name

ROJB

Have you ever attended a meeting of the advisory board for which you are applying?

Yes No

If you have attended, how many meetings have you attended?

0

Please explain why you would like to serve on this particular board, committee, or commission.

I have advocated in these particular fields and area for reform. I have gain work experience in the field of 20 plus years and principle & foundation through my education. I have build and served in leadership roles in every field selected. I would like to serve on board, commission and/or commission.

Qualifications and Volunteer Experience

I would like to be considered for appointment to other advisory boards for which I may be qualified.

Yes No

Are you currently or have you ever been appointed to a Contra Costa County advisory board, commission, or committee?

Yes No

List any volunteer or community experience, including any advisory boards on which you have served.

Education, Mental Health, Criminal Justice (Adults & Juveniles), Economic Development, Workforce development, etc.

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

MANAGERIAL/SUPERVISORY/DIRECTOR SKILLS • Background in managing, direct oversight for creating, planning, programing, workforce and economic development • Able to anticipate and project organizational change • Highly skilled in leading, developing and executing complex and multi-disciplinary projects at all organizational levels • Proven leader, administrator, supervisor and manager of local programs, resources, conflict resolution and staff LEADERSHIP/TRAINING/STAFF DEVELOPMENT SKILLS Honest and collaborative leader with high integrity, with a focus on effective customer service, community, and smart growth who can naturally create positive working relationships with community leaders and business partners, City employees, and City Council. Demonstrates strong technical and business acumen; understanding the need to provide efficient public service by being a role model, while developing a supportive and responsive City staff, and embracing the opportunities and challenges of diverse and involved community. A track record leading and successfully managing non-profit and private service initiatives in areas of urban planning, financial and fiscal management, community development, agency administration, and staff development. Administrative: Recruiting and staffing, benefits, compensation, employee relations, HR compliance, organizational design, training and development, human resource information systems (H.R.I.S.) and payroll. Requests for leaves and sabbaticals, family accommodations, conflict of commitment preapprovals, salary, employee and school reimbursements, multilocation agreements and exceptions to policy. Facilitated and lead the development and preparation

of grant proposals, personnel policy and procedure creation and development. Implements and advises the CFO concerning collective bargaining agreements covering employees, vendors and professional experts. Coalition building, bringing in new, diverse partnerships, and voices, as well as your experience coordinating/facilitating diverse groups. Administers online and other electronic resources and data management systems related to personnel in addition to serving as the office of employee personnel files. IT applications and documents; review, edit and revise grant narratives for all divisions; prepare and process related paperwork such as forms, agenda items, memoranda, resolutions and supporting documentation; prepare grant applications and documents for distribution and submission. and the mailing of confidential reports, meeting strict deadlines, and avoiding cost increase. Problem Solving: Created an outpatient wellness center program involving providing programmatic supervision within an intensively structured creative wellness center for adults diagnosed with cooccurring severe and persistent psychiatric and substance use disorders. Handling conflict in diverse partnerships, facilitating diverse groups or coalition building, especially in a public setting. The majority of our clients have diagnoses of schizophrenic and bipolar disorders along with long histories of substance use, multiple hospitalizations, trauma, and homelessness. A budget of 1.5 Million in the City of Oakland and County of Alameda. Management: Oversaw operations of an expanding training, compliance & regulations, policy development, RFP & RFQ submitter, budget oversight, research lab, providing expertise, quantitative and qualitative data developer, commitment, implement strategic planning, development and cost-effective deployment of systems, quality & assurance control during a time of significant transition. Active Leadership, judgment, decision making skills, relationship building and effective communication skills, evaluating economic development programs, principles and practices of forecasting, public driven projects and programs of economic development including affordable housing. Directly consults with business leaders in guiding their organizations through the change and adoption from working in traditional offices, plants and labs to new work environments. Accountable for supporting the evolution of the overall social and adoption strategy and that is leveraged at the project level. Consulting arm for the socio-technological practices to accelerate organizational as well as manager and employee readiness and adoption for these new environments and ensure these groups can work more flexibly, collaboratively and with a stronger sense of community in their new environments. Serve as the socio-entrepreneur/tech lead from Pre-initiation through Sustaining with a focus on building engagement, readiness, and adoption. Customize the Readiness and Adoption Strategy to fit the leadership style, culture and communications/work practices of the Business Sponsor and Client Leaders. Structure the internal teams and core teams to ensure effective stakeholder engagement and an efficient and effective process from pre-initiation through sustaining. Partner with Program Managers and Core Team members to ensure organizational readiness and adoption of socio-entrepreneur/technology and new ways of working is weaved effectively through an array of projects Design and facilitate with the business sponsors, client leaders and key activities such as the organization readiness discussions, key work practice workshops, tech assessments, stakeholder readiness assessments, and manager readiness sessions to ensure organizational alignment and surface potential challenges in adopting new ways of working. Identify work practices that require a focus on adopting new collaborative meeting tools and applications to enable teams to work better together and individuals to work more productively

[Resume_2023_II.pdf](#)

Upload a Resume

Conflict of Interest and Certification

Do you have a Familial or Financial Relationship with a member of the Board of Supervisors?

Yes No

If Yes, please identify the nature of the relationship:

NA

Do you have any financial relationships with the County such as grants, contracts, or other economic relations?

Yes No

If Yes, please identify the nature of the relationship:

NA

Please Agree with the Following Statement

I certify that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and undersand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

I Agree

Terrence M. Cole

████████████████████ Walnut Creek CA 94596
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PROFILE

- Highly skilled in leading and executing complex and multi-disciplinary projects at all organizational levels
- Proven leader, administrator, supervisor and manager of local programs, resources, and staff
- Driven for equity and social justice
- Over 15 years' experience as an Education, Criminal Justice and Organization Administration

EDUCATION

PhD in Public Policy and Public Administration, Walden University (Fall, 2020)
Certificate of Completion Mediation, Hasting College of Law, UC, San Francisco, CA
Master of Science in Educational Administration Leadership, University of Memphis, Memphis, TN
Bachelor of Science in Criminal Justice, University of Tennessee, Martin, TN
Associate of Applied Science, Police Science, Shelby State College, Memphis, TN

EXPERIENCE

Re-Entry Program Creator

March 2020 - Present

Cañada College
4200 Farm Hill Blvd.
Redwood City CA

Reentry initiative designed to reduce recidivism among inmates who are at moderate to high risk of re-offending. Inmates who participate in the program receive a broad range of jail-and community-based services, including employment assistance, housing, family support, and substance use treatment. Responsibilities include, but are not limited to:

- Collaborating with contracted providers and serving as a liaison between providers and DOC staff
- Escalate any provider and/or DOC operation/issues as they arise
- Contribute to the development of innovative strategies to maximize program participation and performance.
- Evaluating program performance against targets.
- Tracking program participation and preparing reports to document activities.
- Coordinating program activities, including scheduling of on-going activities, planning special events, and assembling workshops. □ Carrying out special projects to advance the goals of the Reentry Services unit
- Using motivational interviewing and other techniques to engage inmates in reentry services and assess their needs, including employment, housing, and substance use.
- Refer inmates to partner organizations for services.

Terrence M. Cole

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- Documenting inmate assessments utilizing appropriate reporting mechanisms, including web-based data collection systems.
- Monitoring program participation and retention.
- Following up with program participants to obtain feedback on services and to ensure that their program-related needs are being met.
- Developing partnerships and collaborative relationships with service providers to ensure smooth service delivery.
- Assisting in the development of short- and long-term plans for reentry programming.
- Researching best practices to inform program improvement.
- Carrying out special projects to support reentry services.
- Preparing presentation materials, reviewing reports and documents, prioritizing, and managing multiple projects simultaneously, and performing other duties as assigned.

Program Director

Bonita House Inc./Casa Ubuntu
6333 Telegraph Ave. Oakland Ca. 94609

June 2016 – February 2020

Key Responsibilities

Co-founder and Program Director providing programmatic supervision within an intensively structured creative wellness center for adults diagnosed with co-occurring severe and persistent psychiatric and substance use disorders. The majority of our clients have diagnoses of schizophrenic and bipolar disorders along with long histories of substance use, multiple hospitalizations, trauma, and homelessness.

The Program Director oversees day to day operations, maintaining fidelity to Integrated Dual Diagnosis Treatment and other evidence-based practices utilized. Must understand and adhere to the principles of recovery, culturally responsive strength-based practices, client empowerment, and ensure that all services provided are trauma informed. Develops systems that track performance measures and client outcomes.

Plans, supervises and facilitates with staff a wide range of individual group and family treatments; maintains the program according to licensing standards, provides training and supervision to a multidisciplinary team of professional and paraprofessional staff, maintains occupancy standards and compliance with various contracts, manages the program's budget, oversees the maintenance of the site, and participates as a member of the agency's Management Team.

Terrence M. Cole

████████████████████ Walnut Creek CA 94596
cterrence2@gmail.com 415-368-7278 (h)

**Instructor/Counselor (Workforce and Economic Development Education)
San Francisco Sheriff Department 5 Keys Charter School
70 Oak Grove St., San Francisco CA.**

May 2013 – June 2016

Key Responsibilities

Provides educational counseling, and educational instructions to Interrupt, Predict, and Organize (IPO) for a Safer San Francisco is a violence prevention and intervention initiative by Mayor Lee's Office. The objective is to implement a coordinated service strategy for high at-risk and in-risk individuals in gangs in San Francisco's high crime neighborhoods. This strategy is designed to address early intervention, education, workforce and behavioral health needs.

Achievements:

- High School Diploma and GED Instructor for 5 Keys Charter School prepare materials and classroom for class activities
- Maintain accurate and complete student records as required by law, district policy, and administrative regulations,
- Establish clear objectives for all lessons, units, and projects
- Communicate those objectives to students
- Instruct students in the knowledge and skills required in a specific occupation or occupational field
- Use a systematic plan of lectures, discussions, audio-visual presentations, and laboratory, shop and field studies

Over- Night Residential Counselor (Part-Time) (Workforce and Economic Development Education)

**Larkin Street Youth Services
869 Ellis Street
San Francisco CA.**

June 2013-Present

As a Residential Counselor it is integral to create a home-like environment.

Achievements:

- Committed to creating long-term relationships with the residents in the program

Terrence M. Cole

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- As a team, we embrace the Harm Reduction philosophy and approach to the work that we do by meeting the clients where they are, consistent with the agency's standards
- Set firm limits and intervene when challenging behaviors arise
- Able and willing to provide bedside care for residents with minor temporary illnesses as well as long-term conditions
- Such care includes, but is not limited to, bathing and feeding clients, assisting them with medications and assisting with general housekeeping needs such as laundry, sweeping/mopping floors, etc. particularly for those who may not be able to do so themselves
- Teaching basic life skills as well as meeting the residents' daily living needs are core components of the program
- Ability to model these skills consistently; specifically, meal preparation, cleaning, and household maintenance. The position requires the ability to learn and implement complex internal systems and have exceptional attention to detail
- Knowledge and understanding of working with diverse populations is a must, including working with people with mental health issues, active substance use/abuse issues, people who are heavily street-engaged

Educational Administrator (Workforce and Economic Development Education)
Spectrum Center Schools and Programs February 2008 – May 2013
6325 Camden Street, Oakland CA, 94605

Key Responsibilities

Direct oversight of four major programs and Supervise 15 employees providing Administration for the agency. Directly coordinate with Regional and Program Directors. Synchronize all efforts to achieve the agency requirement to enable California Department of Education standards for Academic achievement for Elementary, Middle, Secondary School age students including a Vocational program for youth ages 16-22 from a securely managed network with reduced cost of ownership.

Achievements:

- Created risk management components of the school program; provide behavior assessments, behavior management program development, and clinical problem solving;

Terrence M. Cole

████████████████████ Walnut Creek CA 94596
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and provide guidance in empirical classroom management systems, data-guided teaching and curriculum developer

- Developed innovative staff development practices and training programs. These policies are now being incorporated by agencies; emergency management developing and delivering presentations and training
- Integrated best educational practices from continuing education programs and created an efficient program that work best with student needs and goals
- Met weekly with Senior Leaders in achieving the necessary change supervision in their organizational processes. Encouraged discussion of differences to generate the best options for implementation.

Paralegal Specialist
Department of Housing and Urban Development
600 Harrison St, San Francisco, CA.

GS-07 October 2005 – February 2008
Temporary Part-time

Assist with Contracts, Declarations of Trust, Reconveyances, Investigations, Closings, Applications, Dept Collections Reports and Support. Knowledge of basic concepts and principles of contract and real estate law sufficient to perform assigned under the general supervision of an attorney or the Chief Counsel. Reviewed an array of laws and regulations applicable to HUD programs, and of the procedures and activities. Thus, knowledge of the techniques of contract preparation peculiar to Federal assistance contracts and of specific authorizations required for such contract execution on behalf of the government.

Achievements:

- Gathered, arrange, analyze, evaluate, and control information and references needed for case file processing and for contract preparation.
- Successful accomplishment of the work facilitates the work of the Chief Counsel and attorneys in providing legal services in program areas and administrative law matters, and in executing contracts on the behalf of the Government.
- The accuracy of each incumbent activity greatly contributes to the successful completion of assigned workload in the Legal Division.

Terrence M. Cole

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**Supervisor/Counselor, Youth Habilitation Center
(Workforce and Economic Development Education)
(Juvenile Detention Center) 24-hour lockdown
789 Washington St. Memphis, TN 38105**

**August 1995-September 2005
Minimum and Maximum Facility**

Key Responsibilities

Responsible for Counseling and Supervising Juvenile Delinquents, to develop an array of programs for progressive note taking on Juveniles.

Achievements:

- Implemented metrics for defining efficiency, effectiveness and overall success of the business unit
- Supervised 20 to 25 employees per weekend. Also maintained knowledge of general safety and health principles and practices pertaining to community correction; emergency management developing and delivering presentations and training
- Worked closely with program director to receive feedback and determine needs assessments.
- Consulted with clients to define nature and the extent of the project. Collection and review of data
- Analyzed statistics and other data, interview employees and observe the operations on a day to day basis
- Encouraged workforce diversity to create atmosphere conducive to high quality service

**Educational Consultant, Co-Founder
(Workforce and Economic Development Education)
Memphis Academy of Health Sciences
Memphis TN**

June 2002 – January 2005

Key Responsibilities

- Responsible for developing the first Charter School for the State of Tennessee in the City of Memphis, TN

Achievements:

- Orchestrated management activities for a large charter school population in the State of

Terrence M. Cole

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Tennessee with annual revenues approaching \$4.5 M and a staff of 20 managers and 1,800 employees

- Supervises and evaluates the performance of assigned personnel; works with Human Resources department to interview and select employees and recommends transfers, reassignments, terminations and disciplinary actions; emergency management developing and delivering presentations and training
- Develops and prepares annual budget for the assigned area; analyzes and reviews budgetary and financial data; monitors and authorizes expenditures in accordance with established guidelines
- Directed all financial, budgeting, operating, compliance, purchasing, and domestic marketing, human resource, public relations, and administrative functions. Ensured timely execution of financial reporting, operating forecasts, cash flow planning, new project evaluation, banking, taxation, legal, regulatory, equipment maintenance, advertising, cost/pricing and related activities
- Monitored and controlled credit facilities, approved expenditures, and liaised with bankers, government officials, vendors and other agencies. Evaluated local suppliers for school and sports materials, and replacement parts and equipment
- Surveyed target markets and executed related strategic plans, promotions, advertising, sales incentive programs, publicity, financial forecasts, pricing, product mix, new product rollouts, and reporting

Application Form

Profile

Stephen

First Name

Kirnon

Last Name

Middle Initial

[Redacted]

Home Address

Suite or Apt

San Ramon

City

CA

State

94582

Postal Code

[Redacted]

Primary Phone

[Redacted]

Email Address

Which supervisorial district do you live in?

District 2

Education

Select the option that applies to your high school education *

High School Diploma

College/ University A

Name of College Attended

Harvard University

Degree Type / Course of Study / Major

BA / Biochemistry

Degree Awarded?

Yes No

College/ University B

Name of College Attended

Pepperdine University

Degree Type / Course of Study / Major

MBA/Operations and Management

Degree Awarded?

Yes No

College/ University C

Name of College Attended

Pepperdine University

Degree Type / Course of Study / Major

EdD. / Organization Change and Transformational Leadership

Degree Awarded?

Yes No

Other schools / training completed:

Course Studied

Hours Completed

Certificate Awarded?

Yes No

Board and Interest

Which Boards would you like to apply for?

Emergency Medical Care Committee: Submitted
Workforce Development Board: Submitted
Racial Justice Oversight Body: Submitted

Seat Name

Have you ever attended a meeting of the advisory board for which you are applying?

Yes No

If you have attended, how many meetings have you attended?

Please explain why you would like to serve on this particular board, committee, or commission.

Access to healthcare and education for people of color has been a driver in my personal life from growing up as a black American in an Irish neighborhood during the busing riots in Boston to leading education initiatives at Harvard to actively recruiting in my life science companies to serving as Program Chair for Pepperdine's Social Entrepreneurship and Change Master's Program. My vision and passion is to ensure transparent, fair, access for all since healthcare and education are the great equalizers.

Qualifications and Volunteer Experience

I would like to be considered for appointment to other advisory boards for which I may be qualified.

Yes No

Are you currently or have you ever been appointed to a Contra Costa County advisory board, commission, or committee?

Yes No

List any volunteer or community experience, including any advisory boards on which you have served.

I serve as a Member, Industrial Advisory Board for Pharmaceutical and Chemical Sciences Graduate Program, The University of the Pacific

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

See attached resume

[Kirnon Stephen N. Resume - January 2020.pdf](#)

Upload a Resume

Conflict of Interest and Certification

Do you have a Familial or Financial Relationship with a member of the Board of Supervisors?

Yes No

If Yes, please identify the nature of the relationship:

Do you have any financial relationships with the County such as grants, contracts, or other economic relations?

Yes No

If Yes, please identify the nature of the relationship:

Please Agree with the Following Statement

I certify that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

I Agree

STEPHEN N. KIRNON, Ed.D, MBA

• San Ramon, California 94582

SUMMARY

A **San Francisco Bay Area life science executive** with proven leadership, team building, entrepreneurial, administrative, managerial, and board of director skills. Areas of expertise include diversity and inclusion, organizational behavior and management, governance, transformational leadership and change, business development/marketing, P&L/capital planning management, strategy development/implementation, and organizational analysis/alignment/growth. Significant global operational experience in general management, for-profit and non-profit board experience, people development, finance, fund-raising, marketing, sales, manufacturing/facilities, visioning, and advancing people of color in both industry and academia.

SELECTED ACCOMPLISHMENTS

Executive Leadership and General Management

- Developed, inspired, participated, and executed the vision, mission, strategic goals, and design of small, mid-sized, and large organizations.
- Aligned organizations with stakeholder expectations by reducing business risk, hiring reputable co-workers, establishing affiliations with prestigious institutions, building exceptional intellectual property portfolio, securing appropriate, cost-effective facilities, in-licensing or creating required know-how and assets, and building good relationships with government authorities and local community.
- Significant functional experience in global business development, marketing, project management, sales, operations, financial planning, and human resources.
- Experienced recognizing and leading all phases of organizational growth, diversity and inclusion, and organizational change.

Finance, Fund-raising, and Business Development/Marketing

- Prepared and delivered investor presentations, leading to securing over \$20 million of private financing.
- Co-prepared proposals and grants leading to securing over \$4 million of government and foundation financing.
- Created and increased value for shareholders by growth-in-equity, increased product sales, organization design to better utilize assets, business development partnerships, and M&A activity amounting to over \$350 million in new value to shareholders.
- Led major capital planning projects including construction of new, cGMP pharmaceutical manufacturing facilities.
- Doubled contributed amount and number of donors to Pepperdine University's Social Entrepreneurship and Change master's program

Teaching and building high performance teams

- Appointed to and continuing member of Pepperdine's Dean's Academic Council which is responsible for operational and academic excellence of programs
- Developed and teach courses for Pepperdine University and Hult International Business School.
- Serve as Trustee and on finance and academic affairs committees for New England College of Optometry.
- Serve as Industrial Advisor for The University of the Pacific.
- Recognized expert on organizational trends and quoted/published in several major business newspapers and magazines.
- Established world-class corporate, academic, scientific, program, and medical advisory boards to support the organization's business model.
- Recruited and developed in Academia and Industry an effective work force (executive/faculty and non-executive/staff) leading to operational trust and excellence.
- Proven ability to understand complex issues, markets, and diverse stakeholders.
- Successfully completed board level, Dean, CXO, VP, and director retained searches in Academia and Industry.

PROFESSIONAL EXPERIENCE

PHARMAPLAN LLC AND SHAWSHANK THERAPEUTICS, INC. San Ramon, California **2009 - Present**
Co-founder and CEO, Board Member

PharmaPlan identifies and licenses early-stage life-science research. Shawshank Therapeutics, Inc. develops and commercializes products and programs based on PharmaPlan's technology.

VITAVIS LABORATORIES, INC. San Ramon, California **2014 - 2017**
Co-founder and CEO, Board Member

Vitavis Laboratories, Inc. develops and commercializes products and programs based on PharmaPlan's technology focused on mitochondrial health.

- Developed the vision, mission, strategic goals, and design of the organization to focus effort on moving the lead product, Pruvini® through animal and human testing to commercialization (www.pruvin.com).
- Sold to Nestle Health Sciences in 2017

Pepperdine University, Malibu, California **2010-Present**
CLINICAL PROFESSOR AND PROGRAM CHAIR, SOCIAL ENTREPRENEURISM AND CHANGE MASTER PROGRAM

Responsible for leading all aspects (vision, mission, strategy, evaluation/assessment, recruitment, and funding) of SEC Program and teaching courses in vision, mission, strategy, marketing, dissertation support, and public relations.

- Selected to moderate several Dean's Lecture Series
- Consistently receives top student and faculty ratings and feedback leading to enhanced collaboration
- Advocate for Pepperdine and SEC program to university administration, community, and accreditation bodies
- Recruited and developed exceptional faculty, staff, and students
- Increased visibility of program to external stakeholders leading to enhanced engagement and SEC Fast Pitch Event.
- Designed, obtained approval, and implemented significant changes in program leading to students being ready to fully utilize and position new SEC master's degree and geographic expansion of the hybrid program.
- Awarded Distinguished Alumni Award May 2016

Hult International Business School, San Francisco, California **2013 - Present**
PROFESSOR AND HEAD LEADERSHIP COACH, MBA PROGRAM

Responsible for teaching team and leadership skills, New Product Development, Organizational Behavior as well as Human Resource Management

- Led the successful implementation of Hult 3-18 DNA which stressed core competencies in adaptive thinking, interpersonal influence, and team collaboration

WITT/KIEFFER, EMERYVILLE, California **2012 - 2013**
Vice President, Co-Lead Life Science Practice, Consultant

Responsible for establishing the Life Science Practice for this healthcare executive search company.

- Developed the vision, mission, strategy, and marketing plan/public relations including messaging for Life Sciences.
- Fully integrated new practice into organization.
- Recruited additional life science team members.
- Recruited top executives (CEO, Dean, VP) for both Academia and Industry

STRAWN ARNOLD ASHPITZ GROOVER, INC., AUSTIN, Texas **2008 - 2011**
Executive Vice President and Head Northern California Office and Diversity Leader

Responsible for establishing the San Francisco Bay Area office and for developing and implementing the strategic and operational plan for diversity for this life science executive search company. As lead consultant,

- Utilized corporate, venture/private equity, and academic personal and professional networks to differentiate firm and generate business.
- Significantly expanded client and candidate databases. Successfully completed board level, CXO, VP, and director retained searches.
- Utilizes educational and professional backgrounds to assist clients and candidates with organizational design and assessment.

PEPGEN CORPORATION, Alameda, California
President and CEO, Board Member**2003 - 2007**

Responsible for the strategic and operational leadership for this emerging, autoimmune biopharmaceutical company.

- Developed the vision, mission, strategic goals, and design of the organization to focus effort on moving the lead development product into Phase II clinical development in two disease states and second product through pre-clinical testing.
- Prepared and delivered investor presentations, leading to securing \$17 million of additional financing.
- Established world-class scientific and medical advisory boards to support products in development.
- Aligned Pepgen with biomedical industry expectations by reducing risk with clinical stage products in multiple indications, hiring proven Chief Medical Officer, establishing affiliations with prestigious institutions, building exceptional patent portfolio, securing appropriate, cost-effective facilities, in-licensing a product discovery platform, and building good relationship with regulatory authorities.

TARGET PROTEIN TECHNOLOGIES, INC., San Diego, California
President and CEO, Board Member**2001 - 2003**

Responsible for the transition of TPT from a start-up with a process technology to an enterprise with extensive development, drug delivery, and operational expertise focused on target organ drug delivery.

- Developed the strategic goals of the organization to focus effort on a limited number of value-producing discovery and development projects that increased TPT's Target Protein Library by four fold and generated animal efficacy data on lead development products and platforms.
- Negotiated and secured \$4.5 million of additional financing.
- Recruited an effective executive and scientific team as well as a world-class scientific advisory board members leading to development of a lung target delivery system (LUTS™).

YAMANOUCHI PHARMA TECHNOLOGIES, INC. (now Astellas), Palo Alto, California
President and COO, Board Member**2000 - 2001**

Formulated and evolved the vision, short- and long-term strategies, and business objectives for this Delaware-incorporated subsidiary of Yamanouchi Pharmaceuticals. Accountable for research and development for drug delivery technologies and NCE's, corporate policies, financial performance, personnel, cash usage, and external corporate partnerships. Reported to Japan-based CEO and board of directors. Executive functional reports included R&D, Project Management, Business Development, HR & Administration, IT, Operations, Finance, and Legal.

- Established new mission/vision/strategy that succeeded in transforming the organization, which was in chaos with an absence of direction, into a high-performance emerging growth company.
- Achieved a 30% growth-in-equity value to \$165 million and 70% growth in sales to \$32 million over prior year.
- Developed process and initiated search for successor, enabling technology including microelectromechanical systems (MEMS) capable of delivering macromolecules and extendable into site-specific disease targeting.
- Worked with business development to close several partner collaborations representing more than \$100 million.

CYGNUS, INC., Redwood City, California
President, Drug Delivery Division**1993 - 1999**

1997 - 1999

Responsible for the vision, strategy, goals, profitability, cash usage, and external corporate partnerships for the drug delivery division. Led a 60-employee organization in the areas of marketing, research and development, operations, QA/QC, regulatory, clinical affairs, finance, and human resources. Managed a budget of \$17 million.

- Designed and implemented organizational structure for a 60-person decentralized division, allowing 60 people to complete the tasks previously requiring 90-100 people, resulting in savings of \$10 million per year.
- Developed and implemented vision and strategy to position the division to capitalize on trends in the biopharmaceutical (large molecule) and high technology (miniaturization) industries. Two patent applications have been filed for delivering biotechnology products utilizing high technology techniques.
- Generated profits and positive cash flow within one year, representing a positive \$3.5 million change in net operating income.
- Sold business for approximately \$100 million in December 1999.

Senior Vice President, Marketing & Business Development 1996 - 1997
Director, Marketing & Business Development 1993 - 1996

Directed all business development and marketing activities.

- Negotiated major partnership agreements in smoking cessation, central nervous system, pain, hormone replacement therapy, and over-the-counter areas.
- Identified and licensed technology to enhance product line that saved an estimated two years and \$3.6 million in development time and expense.
- Developed business development strategy for partnering glucose monitoring devices.
- Identified and completed strategic alliance for drug delivery division, providing access to distribution network and funding for development of clinical affairs department.
- Renegotiated current agreements to allow access to end-user via co-promotion/co-marketing.

BIOGENEX INC., San Ramon, California 1992 - 1993
National Sales & Marketing Manager, Rapid Diagnostics 1993

Reporting to CEO, responsible for all sales and marketing activities for Rapid Diagnostics business unit. Managed national distributor network as well as telesales and marketing personnel. Developed strategic marketing plans for life science research (proteomics and genomics) products.

Manager, Business Development 1992 - 1993

Generated new business through licensing and joint ventures. Developed business plans for basic research and industry for cell pathology and rapid diagnostics businesses. Negotiated two joint ventures. Identified and acquired new products and technology (equipment to automate tissue staining) to enhance product lines.

SMITHKLINE BEECHAM CORPORATION (NOW GLAXOSMITHKLINE) 1985 - 1992

Recruited into the "Fast Track" management program, which emphasized functional experience throughout multi-departmental job rotations. Assigned to a series of SmithKline Beecham subsidiaries and/or divisions.

ALLERGAN INC., Irvine, California
Manager Market Research/Territory Manager 1990 - 1992
Manager, Aerosol Production 1988 - 1990
Manager, Financial Planning 1987 - 1988

HUMPHREY INSTRUMENTS, San Leandro, California 1986 - 1987
Product Manager

SMITHKLINE & FRENCH, Philadelphia, Pennsylvania 1986
Supervisor, Capsule Production

SMITHKLINE BIOSCIENCE LABORATORIES, King of Prussia, Pennsylvania 1985
Human Resource Manager

EDUCATION

Ed.D, Organization Change, Pepperdine University, Malibu, California

MBA, Pepperdine University, Malibu, California

BA, Biochemistry, Harvard University, Cambridge, Massachusetts

PROFESSIONAL AFFILIATIONS

Trustee, The New England College of Optometry

Member, Industrial Advisory Board for Pharmaceutical and Chemical Sciences Graduate Program,
The University of the Pacific

Member of the Board, ToxEM LLC, Alexandria, Virginia

Member of the Board, IonDx, Monterey, California

Harvard College Alumni Interviewer

Member of Steering Board for Pope John Paul II Catholic High School, Livermore, California

Eucharistic Minister and Lector, St Joan of Arc, San Ramon, CA



BOARD MEMBERS PUBLIC ROSTER

Name	Seat #	Appointment Date	District # (Resident)	Term Start Date	Term End Date	Title	Entity	District # (Employment)	Committee
Michael McGill	1	6/23/2020	District #2	7/1/2020	6/30/2024	Chairperson/Engineer	MMS Design Associates	District #2	EXEC/YOUTH
Joshua Aldrich	2	10/9/2018	District #3	10/1/2018	6/30/2022	CEO	Del Sol NRG. Inc.	District #3	BED
Yolanda Vega	3	6/23/2020	District #2	7/1/2020	6/30/2024	Principal	Peak Performance Corporate Training	District #2	EXEC
Terry Curley	4	10/9/2018	District #2	10/1/2018	6/30/2022	Executive Vice President	United Business Bank	District #4	EXEC/BED
Tom Guarino	5	7/14/2020	District #X	7/1/2020	6/30/2024	Government Relations, East Bay Public Affairs	PG&E	District #4	BED
Jose Carrascal	6	8/11/2020	District #3	7/1/2020	6/30/2024	Director of Site Operations	Corteva Agriscience	District #5	YOUTH
Stacey Marshall	7	6/23/2020	District #1	7/1/2020	6/30/2024	Manager Human Resources	American Sugar Refining, Inc.	District #5	BED
Carolina Herrera	8	7/14/2020	District #4	7/1/2020	6/30/2024	Manager, Community & Government Relations	Kaiser Permanente	District #4	BED
Robert Muller	9	3/12/2019	District #5	3/1/2019	6/30/2023	Learning Manager	PBF Energy	District #5	YOUTH
Laura Trevino	10	7/14/2020	District #5	7/1/2020	6/30/2024	Business Profile Account Manager	Coast Personal Services	District #5	YOUTH
Stephanie Rivera	11	7/14/2020	District #4	7/1/2020	6/30/2024	Director, Community Health Improvement	John Muir Health	District #4	BED
Monica Magee	12	8/11/2020	District #5	7/1/2020	6/30/2024	Director of Marketing	Bishop Ranch	District #2	BED
Corry Kennedy	13	7/14/2020	District #4	7/1/2020	6/30/2024	Human Resource Manager	Chevron	District #2	BED

Name	Seat #	Appointment Date	District # (Resident)	Term End Date	Title	Entity	District # (Employment)	Committee	
Thomas Hansen	1	10/17/2017	District #X	10/1/2017	6/30/2021	Business Manager	IBEW Local 302	District #5	EXEC
Joshua Anijar	2	12/10/2019	District #X	12/1/2019	6/30/2023	Executive Director	Centra Labor Council Contra Costa County	District #5	EXEC
VACANT	3		District #X		6/30/20XX			District #X	
VACANT	4		District #X		6/30/20XX			District #X	
VACANT	5		District #X		6/30/20XX			District #X	

Name	Seat #	Appointment Date	District # (Resident)	Term End Date	Title	Entity	District # (Employment)	Committee	
G. Vittoria Abbate	1	10/17/2017	District #2	10/1/2017	6/30/2021	Director, College & Career & Adult Education	Mt. Diablo Unified School District	District #4	YOUTH
Kelly Schelin	2	7/14/2020	District #5	7/1/2020	6/30/2024	Associate Vice Chancellor, Educational Services	Contra Costa College	District #1	BED

Name	Seat #	Appointment Date	District # (Resident)	Term End Date	Title	Entity	District # (Employment)	Committee	
Carol Asch	1	6/23/2020	District #X	7/1/2020	6/30/2024	Rehabilitation Act of 1973/District Administrator	California Department of Rehabilitation	District #4	YOUTH
Richard Johnson	2	6/23/2020	District #4	7/1/2020	6/30/2024	Employment Service/Employment Prog.Manager II	California Employment Development Department	District #4	BED
Kwame Reed	3	6/23/2020	District #X	7/1/2020	6/30/2024	Economic Development Director	City of Antioch	District #3	EXEC/BED

Name	Seat #	Appointment Date	District # (Resident)	Term End Date	Title	Entity	District # (Employment)	Committee	
Leslay Choy	1	7/14/2020	District #1	7/1/2020	6/30/2024	Executive Director	San Pablo Economic Development	District #1	BED
Terrence Cole or Stephen Kirnon (Pending Approval)	2		District #X		6/30/2024	Re-Entry Program Creator/Founder Chief Exec.Officer	Canada College/PharmaPlan LLC & Shawshank Therapeutics Inc.	District #X	
Dr. Michelle R. Hernandez or DeVonn Powers (Pending Approval)	2		District #X		6/30/2024	Chief Executive Officer/Founder Chief Exec. Officer	Disability/Guru.Org/Humanity Way, Inc.	District #X	

- BUSINESS
- WORKFORCE & LABOR
- EDUCATION AND TRAINING
- GOVERNMENTAL AND ECONOMIC AND COMMUNITY DEVELOPMENT
- FLEX ADDITIONAL MEMBERS
- PENDING APPROVAL/CONFIRMATION
- VACANT SEAT
- TERM END DATE

- COMMITTEE
- Exec EXECUTIVE COMMITTEE
 - BED BUSINESS ECONOMIC & DEV.
 - Youth YOUTH COMMITTEE
 - N/A NOT ASSIGNED

DATE: October 14, 2020
TO: Executive Committee
FROM: Workforce Development Board Staff
RE: **Regional and Local Strategic Planning 2021-24**

This report brings forward EDD DRAFT Directive WSDD-216 providing guidance on the upcoming Regional and Local Planning process for PY 2021-2024 for the Executive Committee's review and consideration.

A. BACKGROUND

Local Boards are required to update their plans every 4 years with modifications every 2 years in an effort to ensure that plans are current and relevant to changing labor market conditions. Our current planning period ends June 30, 2021. Starting with WIOA in 2016, and in alignment with the State's designation of 14 Regional Planning Units (RPU) in California, all RPUs are required to submit regional plans.

B. CURRENT SITUATION

The California Unified Strategic Workforce Development Plan (State Plan) is an overarching state policy document that provides a conceptual outline for Local Boards and their partners as they jointly develop Regional and Local Plans. The State Plan policy objectives, developed in collaboration with WIOA partners and Local Boards, drive towards the shared vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service-delivery.

As outlined under WIOA Section 106, **Regional Plans** provide a roadmap for alignment of resources and investments to meet specific outcomes within the 15 Regional Planning Units (RPU). Regional Plans are used to articulate how RPUs will build intentionality around industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals who experience barriers to employment.

As outlined in WIOA Section 108, **Local Plans** provide an action plan for operationalizing the road map laid out in the Regional Plan by describing how individuals' access services through the America's Job Centers of California's (AJCC) system. Local Plans are used to articulate how Local Boards will coordinate with local partners to ensure a person-centered service-delivery. Unfortunately, WDB staff were not able to provide an accurate budget for the board to approve for the 2019-2020 program year. EHSD fiscal has had challenges in providing an accurate budget. Due to these challenges, the WDB has an excess carryover amount for the 2020-2021 PY. In addition to the larger than normal carry over amount the WDB has received almost 1.4 million in emergency COVID-19 related funding. All of our funding has an expiration term, most of which currently ranges from December 31, 2020 to June 30, 2021.

In addition to the federal planning requirements, WIOA indicates that Regional and Local Plans should be consistent with the vision and goals of the State Plan. For the purpose of developing cohesive

narratives for Regional and Local Plans, this guidance weaves together both federal and state requirements. The intent is to assist in the development of a seamless blueprint for the operationalization and implementation of all required plan content.

D. FISCAL IMPACT

Regional and Local Plans are required under WIOA and local areas are responsible for carrying the cost of this planning. The WDB has a contract with Glen Price Group (GPG) and will be utilizing this contract to support writing and community engagement for both the Regional and Local planning process.

Estimate for the Local plan: \$31,770.

Estimate for Regional Plan: \$36,760, which we will be responsible for a portion of.

We currently have the funds to support this without any undue hardship.

E. SCHEDULE

Both the Regional and Local Plans are due to the California Workforce Board by April 30, 2022. There is a lot of work that needs to be scheduled in order to meet this deadline and as soon as the DRAFT directive is finalized we will begin this process with GPG.

F. ATTACHMENTS

D1a WSD Draft Directive WSDD-216 Regional & Local Planning Guidance

REGIONAL AND LOCAL PLANNING GUIDANCE PY 21-24

GENERAL INSTRUCTIONS

The attached Directive is being issued in draft to give the Workforce Development Community the opportunity to review and comment prior to final issuance.

Submit any comments by email or mail no later than **October 16, 2020**.

All comments received within the comment period will be considered before issuing the final Directive. Commenters will not be responded to individually. Rather, a summary of comments will be released with the final Directive.

Comments received after the specified due date will not be considered.

Email WIOAStatePlan@cwdb.ca.gov
Include "Draft Directive Comments" in the email subject line.

Mail California Workforce Development Board
CWDB Policy Unit
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

If you have any questions, contact CWDB Policy Unit at WIOAStatePlan@cwdb.ca.gov.

REGIONAL AND LOCAL PLANNING GUIDANCE FOR PY 21-24

EXECUTIVE SUMMARY

This policy provides the guidance and establishes the procedures regarding the preparation of Regional and Local Plans as required by the *Workforce Innovation and Opportunity Act* (WIOA). This policy applies to Local Workforce Development Boards (Local Board), and is effective on the date of issuance.

This policy contains some state-imposed requirements. All state-imposed requirements are indicated by ***bold, italic*** type.

This policy supersedes Workforce Services Directive, *Regional and Local Planning Guidance for PY 2017-2020 (WSD16-07)*, dated September 16, 2016. Retain this Directive until further notice.

REFERENCES

- [Workforce Innovation and Opportunity Act \(PDF\) \(WIOA\)](#) (Public Law 113-128) Sections 106 – 108 and 121
- [Title 20 Code of Federal Regulations \(CFR\): WIOA; Notice of Proposed Rulemaking Final Rule](#) Section 679.200 through 679.580
- Training and Employment Notice (TEN) [21-16 \(PDF\)](#), *WIOA Regional and Local Planning and Local Board Responsibilities Questions and Answers* (December 5, 2016)
- [California Unemployment Insurance Code](#) (CUIC) Sections 14000 through 18012
- [California's Workforce Development Strategic Plan PY 2020-2023](#)
- Workforce Services Directive [WSD19-09 \(PDF\)](#), *Strategic Co-Enrollment – Unified Plan Partners* (February 12, 2020)
- [WSD19-13 \(PDF\)](#), *Selection of AJCC Operators and Career Services Providers* (June 8, 2020)
- [WSD18-12 \(PDF\)](#), *WIOA Memorandums of Understanding* (April 30, 2019)
- [WSD18-01 \(PDF\)](#), *Regional and Local Plans PY 17-21 Two Year Modifications* (July 27, 2018)
- [WSD17-07 \(PDF\)](#), *WIOA Youth Program Requirements* (January 16, 2018)

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

- [WSD17-01 \(PDF\)](#), *Nondiscrimination and Equal Opportunity Procedures* (August 1, 2017)
- [WSD16-04 \(PDF\)](#), *Rapid Response and Layoff Aversion Activities* (July 22, 2016)
- [WSD15-14 \(PDF\)](#), *WIOA Adult Program Priority of Service* (January 22, 2016)
- Workforce Services Information Notice [WSIN19-26 \(PDF\)](#), *Local Board Review of the WIOA Title II AEFLA Applications* (April 20, 2020)

BACKGROUND

Overview of State Plan, Regional Plans, and Local Plans

The California Unified Strategic Workforce Development Plan (State Plan) is an overarching state policy document that provides a conceptual outline for Local Boards and their partners as they jointly develop Regional and Local Plans. The State Plan policy objectives, developed in collaboration with WIOA partners and Local Boards, drive towards the shared vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service-delivery.

As outlined under WIOA Section 106, Regional Plans provide a roadmap for alignment of resources and investments to meet specific outcomes within the 15 Regional Planning Units (RPU). Regional Plans are used to articulate how RPUs will build intentionality around industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals who experience barriers to employment.

As outlined in WIOA Section 108, Local Plans provide an action plan for operationalizing the road map laid out in the Regional Plan by describing how individuals' access services through the America's Job Centers of CaliforniaSM (AJCC) system. Local Plans are used to articulate how Local Boards will coordinate with local partners to ensure a person-centered service-delivery.

In addition to the federal planning requirements, WIOA indicates that Regional and Local Plans should be consistent with the vision and goals of the State Plan. For the purpose of developing cohesive narratives for Regional and Local Plans, this guidance weaves together both federal and state requirements. The intent is to assist in the development of a seamless blueprint for the operationalization and implementation of all required plan content.

Changing Economic Landscape

The onset of the COVID-19 pandemic in early 2020 changed the economic landscape globally for millions of workers and employers. The California unemployment rate soared past 16 percent as shelter-in-place orders shuttered large and small businesses throughout the state. Employers that were deemed essential adjusted their business operations to respond to changes in consumer demand and to adhere to updated health protocols to protect staff and the public from further spread of the virus.

The effects of the public health crisis, the ensuing economic uncertainty, and continuing challenge of reopening businesses and industries impacted by the upheaval will likely take years to fully comprehend. The California Workforce Development Board (CWDB) recognizes that Regional and Local plans will be developed during a changing and unprecedented economic and workforce climate and encourage Local Boards to supplement data sources with local experiences, where appropriate.

POLICY AND PROCEDURES

Regional Plans

According to WIOA, the establishment of regions is intended to align workforce development activities and resources with larger regional economic development areas and available resources. While the vision and policy objectives laid out in the State Plan were used to guide the development of the criteria below, RPUs have significant discretion to determine how these approaches will be best actualized within their regions.

Analytical Overview of the Region

This section of the Regional Plan should provide a detailed analysis of the economic conditions and trends in the region as well as an analysis of the current workforce. The analysis may be completed using data compiled from a variety of resources, including: local partners providing measures of self-sufficiency; WIOA core, required, and state partners; Labor Market Information (LMI); Bureau of Labor Statistics; CAAL-Skills reports; employer engagement; and other relevant sources. For reference, California LMI data is available on the [Regional Planning Unit Labor Market Data webpage](#).

Workforce and Economic Analysis

The Regional Plan represents the big picture of a region's economy and workforce environment with a focus on collaborative strategies to be implemented across multiple Local Workforce Development Areas (Local Area) to attain regional goals and objectives. This should start with a meaningful and rich analysis that provides insight in to the current and future needs of employers and job seekers in the region. The data in this analysis should then be used as a foundation for informing the rest of the plan.

The Regional Plan should do the following:

- Provide an analysis of the industries and occupations for which there is existing demand.
- Provide an analysis of the industries and occupations for which demand is emerging.
- Provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.
- Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the region.

- Provide an analysis of key labor market trends, including across existing industries and occupations.
- Provide an analysis of the educational and skill levels of the workforce.

Using Key Indicators to Measure Progress

A key objective of Regional Planning efforts is to connect AJCC services to a regional skills infrastructure that aligns with regional labor market needs. To that end, previous Regional Planning cycles utilized ten Regional Indicators to assess coordination and measure progress within the RPUs. The indicators provided a useful measure of processes and activities utilized by RPU partners to establish a foundation for driving a regional approach and aligning the needs of regional industry sectors and employers.

In an effort to further refine how progress is evaluated, the number of indicators has been narrowed to focus on four specific elements. As a part of their Regional Plans, RPUs will be asked to set numerical goals related to the four key indicators and include an explanation of how the RPUs arrived at each goal. The explanation should include a numerical benchmark of where the RPU is currently in relation to the goal as well as how the analysis and information outlined in the Regional Plans was used to determine the goal.

This reformatted approach will assist the CWDB and RPUs to work collaboratively during the four year Regional Plan timeframe to: refine determinants for concrete measurable outcomes, define a uniform methodology that factors the unique needs and composition of each RPU, and plan for continuing technical assistance to achieve success.

RPUs will not be penalized for not meeting the goals set in the 2021-2024 Regional Plans. Furthermore, RPUs are encouraged to use the public comment process to provide feedback and input on the proposed outcome measures identified below.

Fostering Demand-Driven Skills Attainment

This section of the Regional Plan aligns with the key indicator of the region's process for communicating industry workforce needs to supply-side partners. This means that workforce and education programs should receive timely and accurate information and use that information to align program content with the state's industry sector needs to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.

Regional Sector Pathways

Regional sector pathway programs are career pathway programs that result in the attainment of industry-valued and recognized postsecondary credentials. Credentials are both portable and aligned with regional workforce needs. Regional Plans should be used to cultivate partnerships to promote the expansion of employer engagement and recruitment as well as coordination between the education and workforce development systems.

The Regional Plan should do the following:

- Describe how the RPU and regional partners will expand or develop and implement sector initiatives for in-demand industry sectors or occupations for the region.
- ***Describe how the RPU and regional partners will increase participant access to training and education programs that align with regional labor market dynamics.***
- ***Describe how the RPU and regional partners will ensure the training and education programs identified above lead to post-secondary credentials that are industry-recognized certificate or certification, portable, and stackable.***
- ***Describe how the RPU will work with the Department of Industrial Relations Division of Apprenticeship Standards to improve program alignment and expand pre-apprenticeship and apprenticeship opportunities in the region.***

Outcome Measure A

Using the workforce and economic analysis, including the sectors and occupations emphasized, estimate a goal for advancing workforce system participant employment growth and job placement. Provide a specific numeric value or percentage increase (not a range) and describe how the analysis was used to determine the goal. The numeric goal can include individuals served within the region by any federal, state, or local funding source.

Working with Regional and Local Plan partners, over the four-year period of PY 21-24:

- ***How many individuals will be placed in jobs that align with the sectors and occupations emphasized in the Regional Plan?***

Enabling Upward Mobility for All Californians

This section of the Regional Plan aligns with the key indicator of the region's policies for supporting equity and strives to improve job quality as well as shared target populations of emphasis. This means that workforce and education programs should be accessible for all Californians, especially populations who experience barriers to employment, making sure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.

High Road Workforce System

California's vision for the future of workforce development is centered on the establishment and growth of a High Road workforce system that is focused on meaningful industry engagement and placement of Californians in quality jobs that provide economic security. Regional Plans should serve as a blueprint for regional efforts to advance work with employers who offer jobs with good wages and benefits, support ongoing skills training and employee development, good working conditions (including paid sick days, paid family leave, and paid medical or short-term disability leave), and adequate hours with predictable schedules that enable employees to meet their family caregiving commitments.

The Regional Plan should address the following:

- ***Describe how the RPU will prioritize working with employers who provide quality jobs that provide economic security through family sustaining wages and comprehensive benefits.***
- ***Describe how the RPU will implement incumbent worker training strategies to ensure progression along career pathways.***

Outcome Measure B

Using the workforce and economic analysis, including the sectors and occupations emphasized, estimate goals for reskilling, upskilling, and educational attainment. Provide a specific numeric value or percentage increase (not a range) and describe how the analysis was used to determine the goal. The numeric goal can include individuals served within the region by any federal, state, or local funding source.

Working with Regional and Local Plan partners, over the four-year period of PY 21-24:

- ***How many individuals will complete training aligned with the sectors and occupations emphasized in the Regional Plan?***
- ***How many individuals will attain industry recognized credentials aligned with the sectors and occupations emphasized in the Regional Plan?***

Equity and Economic Justice

California believes that diversity is a strength, and advancing equity is an economic and moral imperative. To that end, the workforce system should ensure the provision of workforce and education services that recognize historically unserved or underserved communities, including: BIPOC (Black, Indigenous, persons of color), Latinx, immigrants, refugees, people with disabilities, LGBTQ (lesbian, gay, bisexual, transgender, and queer), and others who experience systemic barriers in the labor force. Advancing equity within the workforce and education system and ensuring greater opportunity for upward mobility for all Californians is vital to repairing and sustaining a healthy economy.

The CWDB recognizes that many individuals may need multiple interventions and access to a variety of services provided over an extended period of time in order to find and enter a quality job. Therefore, CWDB wants to support and encourage RPUs and Local Boards to invest in longer-term approaches when serving individuals who experience barriers to employment.

While the majority of services are delivered at the local level, the establishment of career pipelines at the regional level allows RPUs to work directly with regional employers and partners in order to remove barriers and address structural issues that can prevent historically unserved and underserved communities from accessing those opportunities.

The Regional Plan should address the following:

- ***Describe how the RPU and regional partners will work with employers and training providers to ensure that historically unserved and underserved communities have equal access to the regional sector pathways, earn and learn opportunities, and other longer term approaches identified by the RPU.***
- ***Describe how the RPU and regional partners will work with employers and training providers to ensure that historically unserved and underserved communities are able to access all appropriate interventions, including a range of supportive services, to ensure successful completion of the regional sector pathways, earn and learn opportunities, and other longer term approaches identified by the RPU.***

Outcome Measure C

Using the workforce and economic analysis, including the sectors and occupations emphasized, estimate anticipated progress toward upward mobility, economic security, job quality, and economic self-sufficiency for broader workforce system participants. Provide a proposed method of measurement, a numeric value or percentage, and describe how the analysis was used to determine the goal. The numeric goal can include individuals served within the region by any federal, state, or local funding source.

Working with Regional and Local Plan partners, over the four-year period of PY 21-24:

- ***How does the RPU propose to measure efforts to get workforce program participants on a path to the middle class?***
- ***Using the above measurement, how many individuals will be placed on a path to the middle class?***

Regions may wish to consider the following approaches:

- Measuring wage gain in real and/or percentage terms for workforce system participants.
- Measuring attainment of regional living wages by program participants who were not economically secure or self-sufficient prior to program participation.
- Policies supporting career planning and use of work supports/benefits to assure wage progression.
- Job quality policies and education for business.
- Measuring movement up and across income quintiles for workforce program participants.

Aligning, Coordinating, and Integrating Programs and Services

This section of the Regional Plan aligns with the key indicator of the region's deployment of shared resources to provide services, training, and education to meet population needs. This means that workforce and education programs must economize limited resources to achieve scale and impact, while also providing the right services to clients, based on each client's particular and potentially unique needs, including any needs for skills development.

System Alignment

Successful system alignment often begins with identifying a shared mission and objectives. This provides the foundation for developing strategies with a system viewpoint rather than thinking about programs as separate and in siloes. By identifying ways to align program design, reduce duplication of efforts, and leverage critical resources, RPU's can increase the impact of their shared mission.

The Regional Plan should address the following:

- Describe administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region.
- Describe regional service strategies, including use of cooperative service delivery agreements or Memorandums of Understanding.
- Describe the coordination of services with regional economic development services and providers.
- Describe the coordination of supportive services such as transportation, child care, housing, etc.
- Describe how the planning region will collectively negotiate and reach agreement with on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c).

Local Plans

The Local Plan demonstrates operational alignment with the strategic objectives of the respective Regional Plans, drives coordination with local partners, and highlights key service-delivery strategies. In this regard, it is typically at the local level where service delivery will be integrated, resources will be braided, and supports will be provided to participants through workforce system partners.

Recognizing the need for flexibility to determine the nature, scope, and depth of partnerships based on local and regional needs and priorities, Local Boards should use the planning process as a tool for building upon and furthering existing partnerships that were established under the previous Local and Regional planning and modification processes. This includes partnerships with the WIOA core and required program partners identified under WIOA Section 121. This also includes the Cal Fresh Employment & Training (E&T), Child Support Services, Competitive Integrated Employment, and English Language Learners, the Foreign Born and Refugees partnerships established in *Regional and Local Plans PY 17-21 – Two Year Modifications* ([WSD18-01](#)) (PDF).

Local Overview

This section of the Local Plan should provide an overview and analysis of the workforce development and education programs and services that are available within the Local Area through the Local Board and its partners. Using the needs of the local community as a basis, Local Boards should provide an analysis of areas where the local workforce system is strong in

meeting the needs of job seekers, especially those with barriers to employment, and employers. Local Boards should also identify opportunities for the local workforce system to improve its ability to meet the workforce and education needs of their community.

The Local Plan should address the following:

- The workforce development activities, including education and training, in the Local Area. This should include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

Strategic Vision

This section of the Local Plan should outline the Local Board's strategic vision for the local workforce system over the next four years. As was outlined in the Regional Plan guidance, advancing equity within the workforce and education systems and ensuring greater opportunity and upward mobility for all Californians, are vital to repairing and sustaining a healthy economy.

The Local Plan should address the following:

- The Local Board's strategic vision to support economic growth and economic self-sufficiency over the next four years. This should include the Local Board's service-delivery strategies for ensuring equitable access to the regional sector pathways and industry recognized post-secondary credentials identified in your respective Regional Plan.

Core Program Partner Coordination

This section of the Local Plan should address local coordination with the WIOA core program partners over the next four years. Under WIOA, the ultimate vision is for the core programs to partner and operate as a unified system, assessing strategic needs and aligning them with service strategies to meet needs of workers and employers.

The Local Plan should address the following:

- How the Local Board will coordinate with adult education and literacy activities established under WIOA Title II. This should include how the Local Board will participate in the review of local applications for adult education providers as outlined in *Local Board Review of the WIOA Title II AEFLA Applications (WSIN19-34) (PDF)*
- How the Local Board will coordinate with employment services established under WIOA Title III. This should include how the Local Board will maximize coordination and avoid duplication of Wagner-Peyser Act services.
- ***How the Local Board will coordinate with vocational rehabilitation programs established under WIOA Title IV. This should include coordinating case management and aligning service delivery.***

AJCC System Partner Coordination

This section of the Local Plan should address how AJCC partners will work together to define roles, facilitate access to services and resources, and establish agreement for ongoing coordination and collaboration over the next four years. Recognizing that the workforce system is broader than just the core programs established under WIOA, AJCCs provide an opportunity to connect customers with the full range of services available in their communities. This includes education and training services as well as other wrap-around, supportive and supplementary services that are critical to ensuring the successful placement and retention of quality jobs.

The Local Plan should address the following:

- The roles and resource contributions of Local Boards and AJCC partners identified in the Memorandums of Understanding, as outlined in *WIOA Memorandums of Understanding (WSD18-12) (PDF)*.
- How the Local Board and AJCC partners will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers.
- How the Local Board and AJCC partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.
- How the Local Board and AJCC partners will coordinate relevant secondary and postsecondary education programs and activities, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006, to coordinate strategies, enhance services, and avoid duplication of services.
- How the Local Board and AJCC partners will coordinate workforce development programs and economic development activities as well as promote entrepreneurial skills training and microenterprise services.
- How the Local Board and AJCC partners will implement and transition to an integrated, technology-enabled intake and case management information system for programs carried out under this act and programs carried out by one-stop partners. This should include efforts related to co-enrollment as outlined in *Strategic Co-Enrollment – Unified Plan Partners (WSD19-09) (PDF)*.
- How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.
- How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. This includes providing staff training and support for addressing the needs of individuals with disabilities as outlined in *Nondiscrimination and Equal Opportunity Procedures (WSD17-01) (PDF)*.
- ***How the Local Board will work with WIOA Section 166 grantees to provide Indian and Native Americans equal access to AJCC services.***

- ***How the Local Board will work with WIOA Section 167 grantees to provide eligible Migrant and Seasonal Farmworkers equal access to AJCC services.***

State Strategic Partner Coordination

This section of the Local Plan should address how Local Boards will continue to grow the strategic partnerships established under the previous Local Plan modification guidance. When Local Boards conducted their two-year modification of the PY 2015-2020 Local Plans, they were asked to establish new partnerships with strategic partners included in the State Plan. Local Boards should explain the progress made in those partnerships since the modifications were complete as well as their plan to continue the partnerships over the next four years.

The Local Plan should address the following:

- ***How the Local Board will coordinate with County Health and Human Services Agencies and other local CalFresh E&T partners such as community based organizations (CBO) and community colleges to serve their local CalFresh populations.***
- ***How the Local Board will coordinate with Local Child Support Agencies and partner CBOs to serve their local non-custodial parent population.***
- ***How the Local Board will coordinate with Local Partnership Agreement partners established in alignment with the Competitive Integrated Employment Blueprint to improve services for jobseekers with Intellectual Disabilities and Developmental Disabilities.***
- ***How the Local Board will coordinate with local partners, including CBOs, to improve service delivery to individuals who are English language learners, foreign born and/or refugees.***

Title I Services

This section of the Local Plan should address the services and activities established for Local Boards under WIOA Title I, including the provision of adult, dislocated workers, and youth services.

The Local Plan should address the following:

- A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.
- How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities as outlined in *Rapid Response and Layoff Aversion Activities* ([WSD16-04](#)) (PDF).
- A description and assessment of the type and availability of youth workforce investment activities in the Local Area as outlined in *WIOA Youth Program Requirements* ([WSD17-07](#)) (PDF). This should include activities for youth with disabilities. This should also include strategies that have been implemented or are planned to be implemented to increase the digital literacy and fluency of youth participants.

- How training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. This should include if contracts for training services will be used, and if so, how the use of such contracts will be coordinated with the use of individual training accounts. This should also include how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.
- How the Local Board will ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient as outlined in *WIOA Adult Program Priority of Service (WSD15-14) (PDF)*.
- How the Local Board will coordinate workforce and education activities with the provision of appropriate supportive services.

Title I Administration

This section of the Local Plan should address the various administrative requirements established for Local Boards under WIOA Title I.

The Local Plan should address the following:

- The entity responsible for the disbursement of grant funds as determined by the chief elected official or the Governor.
- The competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.
- ***Indicate whether the Local Board internally fulfills or contracts out the duties of the AJCC Operator and/or the Career Services Provider as outlined in Selection of AJCC Operators and Career Services Providers (WSD19-13) (PDF). This should include the name(s) and role(s) of any entities that the Local Board contracts with.***
- Copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements between the Local Board and the local office of a designated State agency or designated State unit administering programs carried out under Title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities.

Staff Training and Capacity Building

This section of the Local Plan should describe strategies for staff preparation, training, and ongoing professional development to effectively respond to multifaceted participant needs. Local Boards are encouraged to work with WIOA core, required, and strategic partners to identify available training, participate in joint-trainings, and share resources and best practices, when appropriate.

The Local Plan should address the following:

- ***Describe training and/or professional development that will be provided for frontline staff for targeted sectors and promoting job quality.***
- ***Describe training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of multi-faceted experiences of trauma-exposed populations.***
- ***Describe training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.***
- ***Describe training that will be provided to frontline staff on common case management or co-enrollment strategies. This should include if partners were involved in the delivery of training.***

Stakeholder and Community Engagement

Development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community based organizations as well as WIOA core, required, and strategic program partners. This will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners as well as community based organizations that provide services to target populations such as: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the Stakeholder and Community Engagement Summary Template (Attachment 2), RPUs and Local Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

A list of potential Regional and Local Planning Partners (Attachment 3) was included as a tool to assist with identifying stakeholders for the planning process. If RPUs or Local Boards are unable to identify a regional or local contact, additional technical assistance is available by emailing: WIOAStatePlan@cwdb.ca.gov.

Public Meetings and Public Comment

Local Boards are subject to the open meeting requirements of the Ralph M. Brown Act. The intent of the law is to ensure that meetings are properly noticed, agendas are made available and that the public has an opportunity to provide comment on local policy and operations.

Shelter-in-place requirements or other restrictions related to in-person public meetings may affect how Local Areas conduct community engagement. Local Boards should comply with all applicable state and local requirements and should describe all alternate methods that were utilized to meet open meeting requirements.

Local Boards must provide a 30-day opportunity for public comment prior to submission of the Regional and Local Plans. Any comments that express disagreement with the Regional or Local Plans must be included in the final submission.

Accessibility and Inclusivity

In accordance with WIOA Section 188, public meetings and publicly disbursed information pertaining to Regional and Local Plan content must be made fully accessible to individuals with disabilities as well as to individuals who require additional language options. The following guide can assist in preparing accessible documents: [Seven Steps to Creating an Accessible Microsoft Word document \(PDF\)](#). Reasonable accommodations and alternate formats or languages must be provided upon request to ensure an opportunity for full and equal participation in the planning process.

Regional and Local Plan Format

RPU and Local Boards should arrange their completed Regional and Local Plans in the following order:

Regional Plan

1. Cover Page
 - a. Name of RPU
 - b. Name of each Local Board in RPU
2. Regional Plan Content
 - a. Analytical Overview of the Region
 - b. Fostering Demand-Driven Skills Attainment
 - Outcome Measure A: Workforce system participant employment growth and job placement goals
 - c. Enabling Upward Mobility for All Californians
 - Outcome Measure B: Reskilling, upskilling, and educational attainment goals
 - Outcome Measure C: Upward mobility, economic security, job quality, and economic self-sufficiency goals
 - d. Aligning, Coordinating, and Integrating Programs and Services
3. Appendix:
 - a. Stakeholder and Community Engagement Summary
 - b. Public comments received that disagree with the Regional Plan
 - c. Signature Page

Local Plan

1. Cover page
 - a. Name of Local Board
 - b. Contact name, phone number, and email address
2. Local Plan Content
 - a. Local Overview
 - b. Strategic Vision
 - c. Core Program Partner Coordination
 - d. AJCC System Partner Coordination
 - e. State Strategic Partner Coordination
 - f. Title I Services
 - g. Title I Administration
 - h. Staff Training and Capacity Building
3. Appendix:
 - a. Stakeholder and Community Engagement Summary
 - b. Public comments received that disagree Local Plan
 - c. Executed cooperative agreements (if applicable)
 - d. Signature Page

Submission Criteria

Each RPU must submit one package that includes the following documents in separate accessible PDF files copied to a USB flash drive:

- One electronic copy of the Regional Plan with the electronic signatures of the Local Board Chair(s) within the RPU
- One electronic copy of each Local Plan within the RPU with the electronic signatures of the Local Board Chair and Chief Elected Official (CEO) or their designated alternate

If an electronic signature of the CEO or their alternative cannot be achieved by the submission deadline, the Local Board must submit a blank signature page and include a detailed explanation for the signature absence(s) and the date by which the signed copy will provided.

Printed copies are not required for PY 21-24 Regional and Local Plans. Regional and Local Plans must be submitted by USB flash drive to the CWDB no later than April 30, 2021 through one of the following methods:

Mail California Workforce Development Board
 CWDB Policy Unit
 PO Box 826880
 Sacramento, CA 94280-0001

Overnight Mail
Hand Delivery

California Workforce Development Board
CWDB Policy Unit
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

ACTION

Please bring this Directive to the attention of the Local Board and other relevant parties.

INQUIRIES

If you have any questions, contact the CWDB Policy Unit at WIOAStatePlan@cwdb.ca.gov.

/s/ JAIME L. GUTIERREZ, Chief
Central Office Workforce Services Division

Attachments are available on the internet:

1. [WIOA Regional Planning Units \(DOCX\)](#)
2. [Stakeholder and Community Engagement Summary \(DOCX\)](#)
3. [Regional and Local Planning Partners \(DOCX\)](#)

DRAFT

**Workforce Development Board of Contra Costa County
Board Committee Meeting Calendar Year 2021**

D2

JANUARY				
M	T	W	T	F
			1	2
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

FEBRUARY				
M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26

MARCH				
M	T	W	T	F
	1	2	3	4
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

APRIL				
M	T	W	T	F
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5	6	7	8	9
12	13	15	16	16
19	20	21	22	23
26	27	28	29	30

MAY				
M	T	W	T	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

JUNE				
M	T	W	T	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

JULY				
M	T	W	T	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

AUGUST				
M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

SEPTEMBER				
M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	

OCTOBER				
M	T	W	T	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

NOVEMBER				
M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30			

DECEMBER				
M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31

Legend:

- Full Board**
- Executive**
- BED Committee**
- Youth Committee**
- Holidays**

- (1st Tuesday in Feb, May, Aug & Nov. from 3:00 pm to 5:00 pm)
- (2nd Wednesday of alternate month of Full Board from 3:00 pm to 5:00 pm)
- (1st Wednesday of the month from 3:00 pm to 5:00 pm)
- (2nd Tuesday of the month from 11:30 am to 1:30 pm)
- (Legal holidays)