



**WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY**

SPECIAL MEETING Executive Committee

AGENDA

**May 14, 2020
9:00 a.m.**

Meeting will be held at:

Per Executive Order N-29-20, which allows local and state legislative bodies to hold meetings via teleconference and to make meetings accessible electronically, this regular meeting will be held via conference call and can be accessed as follows:

Please call: +1 669 900 9128. Follow all prompts. To access the call you will need to enter the code as follows: Access Code: 871 6195 5582. The public may participate in the meeting as otherwise permitted under the Brown Act by calling into that same number.

REASONABLE ACCOMMODATION FOR ANY INDIVIDUAL WITH A DISABILITY Pursuant to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, any individual with a disability who requires reasonable accommodation to attend or participate in a meeting or function of the Workforce Development Board of Madera County, may request assistance by contacting the Executive Assistant at Madera County Workforce Investment Corporation office, 2037 W. Cleveland Avenue, Madera, CA 93637 Telephone 559/662-4589; TTY 559/674-7497; Fax 559/673-1794.

This agenda and supporting documents relating to the items on this agenda are available through the Workforce Development Board website at <http://www.maderaworkforce.org/executive-committee-meetings/>. These documents are also available at the Madera County Workforce Assistance Center – office of the Executive Director. The Workforce Development Board is an equal Opportunity Employer/Program. Auxiliary aids and services are available upon request.

1.0 Call to Order

1.1 Pledge of Allegiance

2.0 Additions to the Agenda

Items identified after preparation of the Agenda for which there is a need to take immediate action. Two-thirds vote required for consideration (Government Code Section 54954.2(b)(2))

3.0 Public Comment

This time is made available for comment from the public on matters within the Board's jurisdiction but not appearing on the agenda. The Board will not take action on any items presented under public comment. The comment period will be limited to 15 minutes. Each speaker will be limited to 3 minutes.

4.0 Introductions and Recognitions

5.0 Adoption of Board Agenda

6.0 Consent Calendar

6.1 Consideration of approval of the February 20, 2020 Workforce Development Board (WDB) of Madera County meeting minutes.

7.0 Action Items

7.1 Consideration of approval of the WDB High Performing Board application.

7.2 Consideration of approval of the transfer of funds from the Dislocated Worker funding stream to the Adult funding stream in the amount of \$250,000.

8.0 Next Meeting

To be determined.

9.0 Adjournment



MINUTES

February 20, 2020

***Convened at Madera County Workforce Assistance Center - Conference Room
2037 W. Cleveland Avenue, Madera, CA 93637
(559) 662-4589***

PRESENT: Michelle Brunetti, Jorge DeNava, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Deborah Martinez, Robert Poythress, Wayne Rylant, David Salter, Lanie Suderman, Cindy Vail
ABSENT: Debi Bray, Mark Choe, Brett Frazier, Mike Fursman, Santos Garcia, Wendy Lomeli, Mattie Mendez, Linda Monreal, Nichole Mosqueda, Terry Nichols, Chuck Riojas
GUEST: Steven Gutierrez, Amelia Meza, Kao Saetern
STAFF: Jorge Espinosa, Erick Flores, Gail Lopez, Nicki Martin, Jessica Roche, Tracie Scott-Contreras, Bertha Vega

1.0 Call to Order

Meeting called to order at 3:44 p.m. by Vice Chair Wayne Rylant.

1.1 Pledge of Allegiance

2.0 Additions to the Agenda

None.

3.0 Public Comment

None.

4.0 Introductions and Recognitions

None.

5.0 Adoption of Board Agenda

Bobby Kahn moved to adopt the agenda, seconded by Deborah Martinez.

Vote: Approved – unanimous

Yes: Michelle Brunetti, Jorge DeNava, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Deborah Martinez, Robert Poythress, Wayne Rylant, David Salter, Lanie Suderman, Cindy Vail

6.0 Consent Calendar

6.1 Consideration of approval of the December 19, 2019 meeting minutes.

Rob Poythress moved to approve, seconded by Bobby Kahn.

Vote: Approved – unanimous

Yes: Michelle Brunetti, Jorge DeNava, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Deborah Martinez, Robert Poythress, Wayne Rylant, David Salter, Lanie Suderman, Cindy Vail

7.0 Action Items

7.1 Consideration of approval of the One Stop Operator Quarterly Report for the period of October 1, 2019 through December 31, 2019.

Daniel Patterson was not able to attend to provide the report. Staff presented the report. Partners are continuing to work on integration across partners and services. Madera Unified is using Imago for their 5th and 6th graders. Partners are looking into possibly using Imago for soft skills development. Julie Herd, Madera County Economic Development Commission (EDC), provided information on various projects happening in Madera at a Partner meeting. The Center Business Committee is working together on a business services trifold and on a business facing website that will be part of the Workforce Development Board's (WDB) website. Staff are continuing to work on concerns that were brought up in the staff survey. Some concerns involved safety and security in the Center. There has only been 1 safety related occurrence where there was a threat of physical harm. Madera Adult School has security personnel working in the evenings while they are in session. Staff are getting quotes for a security services and will check with Partners for possible cost sharing. Staff have participated in safety and security trainings. Workforce works with a security company who can come if needed. A panic button is installed at the front lobby desk.

Laura Gutile moved to approve, seconded by Bobby Kahn.

Vote: Approved – unanimous

Yes: Michelle Brunetti, Jorge DeNava, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Deborah Martinez, Robert Poythress, Wayne Rylant, David Salter, Lanie Suderman, Cindy Vail

7.2 Consideration of approval of Sanger Adult School as a new training provider which provides trainings for Clinical Medical Assistant, Pharmacy Technician and Phlebotomy Technician.

Staff are always looking for potential providers – particularly for items that are not readily available. Often participants do the research and provide the information to staff. These occupations are all in-demand. The provider has a 70% placement rate. Fresno Workforce has approved them for their area. Staff would like to add this vendor to the approved list for Madera as a participant has requested their services. They are reasonably priced and have the capacity to take more participants.

Deborah Martinez moved to approve, seconded by Mike Lopez.

Vote: Approved – unanimous

Yes: Michelle Brunetti, Jorge DeNava, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Deborah Martinez, Robert Poythress, Wayne Rylant, David Salter, Lanie Suderman, Cindy Vail

7.3 Consideration of approval of Central California School of Continuing Education as a new training provider which includes training for diagnostic medical ultrasound.

A participant who is interested in this program brought information on this provider to staff. The school provides financial aid. Pell grants can also be used. The basic program cost to our program would be under \$6,000. The participants will have no out-of-pocket expense. The nearest similar programs are in Merced and Fresno City College, however, those programs are very impacted and not easily available. The program will take place in Coalinga. The participant is willing and able to commute to the site. Workforce will pay for mileage at a daily, flat rate. The main campus is located in San Luis Obispo. The school was vetted by staff and confirmed that they are currently listed on the ETPL.

Cindy Vail moved to approve, seconded by Laura Gutile.

Vote: Approved – unanimous

Yes: Michelle Brunetti, Jorge DeNava, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Deborah Martinez, Robert Poythress, Wayne Rylant, David Salter, Lanie Suderman, Cindy Vail

7.4 Consideration of approval of the WDB High Performing Board application.

The directive for the High Performing Board application is still in draft form but the deadline to apply is February 28, 2020. Madera WDB meets all the criteria to be designated a high performing board. The application must be formerly approved by the WDB before it can be submitted. The designation could possibly have funds tied to it which would most likely be unrestricted funds. If there are funds associated with the designation, staff would like to use the funds towards updating the current accessibility tools in use or can be used for other items that are not allowable expenses under federal or state guidelines.

Rob Poythress moved to approve, seconded by Laura Gutile.

Vote: Approved – unanimous

Yes: Michelle Brunetti, Jorge DeNava, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Deborah Martinez, Robert Poythress, Wayne Rylant, David Salter, Lanie Suderman, Cindy Vail

8.0 Information Items

8.1 WDB Hallmark of Excellence Continuous Improvement Plan Update

Information provided within the agenda packet.

8.2 Business Outreach Materials and WDB Website Redesign Input Session

Information provided within the agenda packet.

8.3 MCWIC Update

Information provided within the agenda packet.

8.4 Program Update

Information provided within the agenda packet.

8.5 Form 700 Due April 1, 2020

Information provided within the agenda packet.

9.0 Written Communication

None.

10.0 Open Discussion/Reports/Information

10.1 Board Members

None.

10.2 Staff

None.

11.0 Next Meeting

April 16, 2020

12.0 Adjournment

Meeting adjourned at 4:11 p.m.



High Performing Board Application

Local Workforce Development Board

MADERA

In order to be considered for High Performing Board certification, a completed application and documentation must be submitted to the California Workforce Development Board (CWDB) no later than 5:00 p.m. on Friday, May 15, 2020.

1. Deliverable: Performed Successfully

Complete the table below to show that the Local Workforce Development Board (Local Board) met the definition of Performed Successfully for Program Year (PY) 2018-19 as outlined in the Directive.

| Indicators | Adults | Dislocated Workers | Youth | Indicators |
|--|---------------------------------|--------------------|--------------|---|
| Employment Rate 2nd Quarter After Exit | <u>64.67%</u> | <u>76.6%</u> | <u>65.7%</u> | Employment or Education Rate 2nd Quarter After Exit |
| Median Earnings 2nd Quarter After Exit | <u>\$4672*</u> <u>*(96%)</u> | <u>\$7513</u> | BASELINE | Median Earnings |

2. Deliverable: Approved Regional and Local Plan

Attach a copy of the 2018 Regional Plan Modification and Local Plan Modification approval letters from the CWDB that confirm the Local Board’s adherence to the planning requirements outlined in [Workforce Services Directive \(WSD\) WSD18-01](#).

- Attachment 1: San Joaquin Valley Regional Planning Unit (RPU) Regional Plan Modification Approval Letter
- Attachment 2: Workforce Development Board of Madera County Local Plan Modification Approval Letter

3. Deliverable: WIOA Training Expenditure Requirement

Did the Local Board meet the *Workforce Innovation and Opportunity Act* (WIOA) Training Expenditure Requirements established in [WSD18-10](#) for PY 2018-19?

Select one of the following options:

YES NO

4. Deliverable: WIOA Youth Funding Requirement

Did the Local Board meet the WIOA Youth Funding Requirements established in [WSD17-07](#) for PY 2018-19?

Select one of the following options:

YES NO

5. Deliverable: Business Services Plan

Attach a narrative (no more than 2 pages) detailing the Local Board's business service plan. The narrative must explain how the business service plan integrates local business and labor involvement with workforce initiatives by addressing the following items:

1. The Local Board's efforts to partner with businesses and labor to identify the following:
 - Workforce training and educational barriers to attract jobs in the relevant regional economy.
 - Existing skill gaps reducing the competitiveness of local businesses in the relevant regional economies.
 - Potential emerging industries which would likely contribute to job growth in the relevant regional economy if investments were made for training and educational programs.
2. The use of an electronic system for both businesses and job seekers to communicate job opportunities.
3. The Local Board subcommittee or workgroup comprised of business representatives who represent both the leading industries in the relevant regional economy and potential emerging sectors which further develop and make recommendations for the business service plan.
4. The Local Board's efforts to work with their regional planning units to align industry engagement and create regional career pathways.



Michael Rossi, Chair ▪ Tim Rainey, Executive Director ▪ Gavin Newsom, Governor

April 30, 2019

Dear Mr. David Mirrione,

The Regional Plan Modifications submitted on behalf of the San Joaquin Valley Regional Planning Unit (RPU) have been reviewed and evaluated for compliance with the regional planning requirements outlined in [Workforce Services Directive WSD18-01](#).

On behalf of the California Workforce Development Board (CWDB), your Regional Plan Modification has been approved. I want to thank you for your efforts to meet the goals outlined in the California Workforce Development Strategic Plan by facilitating a planning process that supports the Governor's vision of an effective and aligned regional workforce system. The plan submitted by your RPU demonstrates that you and your partners are involved in developing solutions to workforce challenges in your region.

If you have any questions, please contact Marissa Clark at Marissa.Clark@cwdb.ca.gov.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Rainey'.

Tim Rainey, Executive Director



Michael Rossi, Chair ▪ Tim Rainey, Executive Director ▪ Gavin Newsom, Governor

7/2/2019

EMAIL TO: tscott-contreras@maderaworkforce.org

RE: Local Plan Modification

Dear Tracie Scott-Contreras:

The Local Plan Modifications submitted on behalf of the Madera Local Workforce Development Board (Local Board) have been reviewed and evaluated for compliance with the Regional and Local Plan Two-Year Modification requirements outlined in [Workforce Services Directive WSD18-01](#).

On behalf of the California Workforce Development Board (CWDB), your Local Plan Modification has been approved. I want to thank you for your efforts to meet the goals outlined in the California Workforce Development Strategic Plan by facilitating a planning process that ensures greater coordination and collaboration with our strategic partners.

Below are the areas in which reviewers noted that your plan exceeded the minimum requirements:

CalFresh Employment and Training (E&T) Partnership:

- Specifying how Local Boards will partner with community based organizations, service providers, community colleges and representatives from County Human Service agencies for individuals in their local area.

Competitive Integrated Employment Partnership:

- Listing the names of organizations the Local Board is partnering with to implement the partnership plans.
- Explaining how the area had or will connect with the DOR point of contact who can provide linkages to serve providers and/or supportive services to individuals with ID/DD who are VR consumers.
- Describing how the DOR district partner is connecting with the area in their work to outreach to employers and partners to support opportunities for individuals with ID/DD to achieve CIE.

English Language Learners, the Foreign Born and Refugees Partnership:

- Describing how local/regional partners will braid resources and coordinate service delivery to people English learners, the foreign born and refugees, including increasing access to sector pathway programs, supportive services and retention efforts.
- Describing the process Local Boards and their partners will use to retain this population in regional sector pathway programs as they progress into livable wage jobs and careers.

If you have any questions, please contact Kiana Martinez at Kiana.martinez@cwdb.ca.gov

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Rainey', written in a cursive style.

Tim Rainey, Executive Director

WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY

Business Services Plan

1. The Local Board's efforts to partner with businesses and labor to identify the following:

- **Workforce training and educational barriers to attract jobs in the relevant regional economy.**

According to U.S. Census data, 28.1% of individuals 25 and older in Madera County have less than a high school diploma, with 16.9% of these having less than a 9th grade education, and only 14.5% having a Bachelor's degree or higher (ACS 5-Year Estimate, 2018) and up to 45% of the population of Madera County speak a language other than English as their primary language. Given this data, the Workforce Board of Madera County is focused on providing resources, information, and access to adults who will benefit from additional education – at minimum, the completion of a high school diploma or its equivalent. Training providers are limited in Madera County, with three approved providers within the County – Madera & Oakhurst Community College Centers, Central Valley Opportunity Center, and Madera Adult School. Customers wishing to enroll in programs outside the area must have transportation options to access training. The Board is working with all local training providers to explore the addition of new programs aligned with demand sectors and anticipates the addition of a local truck driving program soon. The Board is also exploring, with labor and other partners, options to bring pre-apprenticeship programs to Madera County to increase interest in apprenticeship options.

- **Existing skill gaps reducing the competitiveness of local businesses in the relevant regional economies.**

Surveys of local employers by the Board and the largest LEA in Madera County, as well as data from job listings in CalJOBS, indicate that essential workplace skills (also called "soft" skills) are listed as desired skills in most job postings. The Board and the LEA have identified common areas that are needed in the local labor force and are working to align program curriculum in the K12 system with workshops and other program offerings at the AJCC. The surveys, along with employment listings in CalJOBS and other sites, identify that skill gaps in advanced technologies used in health care, manufacturing and agriculture also exist, with shortages in qualified candidates for physicians, physicians assistants/nurse practitioners, laboratory scientists, diesel and ag equipment mechanics, industrial maintenance mechanics, machinists, and water/wastewater operators. These shortages result in recruiting from outside the area as regional training programs are not graduating adequate numbers of individuals to meet local demand.

- **Potential emerging industries that would likely contribute to job growth in the relevant regional economy, if investments were made for training and educational programs.**

Investments in training and educational programs in the areas of advanced manufacturing, agriculture and water technologies, advanced health care occupations, and expansion of the availability of labor-sponsored apprenticeship programs in the trades would likely contribute to job growth in the local area and regional economy.

2. The use of an electronic system for both businesses and job seekers to communicate about job opportunities.

The local Board uses the CalJOBS system to facilitate communication between businesses and job seekers about job opportunities. The Board's website also offers a link to an electronic form for the

submission of job orders for those businesses who may not be familiar with, or who may not to use, the CalJOBS system. Staff enter the information from these job orders into the CalJOBS system on behalf of the employer. The Board has also established a general email box for employers to communicate with the Business Services Division within the AJCC. Business-facing staff also maintain a job ready database for job seekers who successfully complete a panel interview activity. Text Release forms are obtained from these individuals and allow business-facing staff to communicate with them through text when they meet the minimum qualifications requested by an employer and a referral can be made.

3. The Local Board subcommittee or workgroup comprised of business and labor representatives who represent both the leading industries in the relevant regional economy and potential emerging sectors that further develop and make recommendations for the business service plan.

The local Board utilizes a workgroup comprised of business-facing staff members and supervisors from AJCC partner agencies to draft the initial business services plan, create proposed business outreach materials, develop electronic communication systems, create newsletters and social media content, and proposed updates to the business services sections of the Board's website. These items are then presented to the full Board for feedback, discussion, and approval, as the Board includes representation from leading industries, labor, and potential emerging sectors/occupations. The local Board decided over two years ago to meet every other month, and eliminate committees to the greatest extent possible, so that the full Board has input and discussion regarding business services, as well as all other items related to the strategic goals of the Board, local/regional plan implementation, and oversight of the One-Stop Operator and AJCC system in Madera County.

4. The Local Board's efforts to work with their regional planning units to align industry engagement and create regional career pathways.

The local Board works with the regional planning unit to align industry engagement and create regional pathways through participation in several industry-specific and business engagement initiatives. Local Board members and staff participate in San Joaquin Valley Manufacturing Alliance quarterly meetings and their annual summit, as well as sector-focused student events, and CTE Advisory Committees with the Madera Unified School District. The local Board also partners with the Fresno Regional WDB to recruit and refer individuals to the Multi-Craft Core Curriculum (MC3) pre-apprenticeship program offered by the FMTK Building Trades Council. The Board's business-facing staff are also participating in the regional Central Valley Industry Engagement Roundtable (CVIER), funded by a CWDB RPI 2.0 grant. The objectives of the CVIER are:

- Creating communities of practice for business-facing staff to open a feedback loop with management and stakeholders regarding best practices and strategies to serve the regional business community.
- Consistent reporting to workforce leaders and stakeholders regarding progress made on coordination of services and regional industry engagement.
- In-depth labor market information and analysis, sector partnership, and career pathway reporting to better inform the region of opportunities and strengths of the workforce system and the job seekers in the region.
- Best practices and shared methods for incumbent worker training.
- Deepening the partnerships with local and regional economic development to more fully participate in essential economic strategies leading to positive outcomes for businesses and job seekers.
- Explore options for funding continuing assessment and monitoring of training providers to ensure that training offerings are aligned with employer needs and standards.

Transfer of Funds Request

1. Local Area Madera County
 2. Subgrant Number AA011014 3. Request Date 5/1/2020
 4. Program Year 2019 5. Transfer Request No 01

6. Direction of Transfer (Check One):

| | |
|------------------------------------|---|
| Adult to Dislocated Worker | Dislocated Worker to Adult |
| <input type="checkbox"/> 201 → 299 | <input type="checkbox"/> 501 → 499 |
| <input type="checkbox"/> 202 → 200 | <input checked="" type="checkbox"/> 502 → 500 |

7. Amount of Transfer \$250,000
 8. Contact Person Jessica Roche
 9. Contact Person's Telephone Number 559-662-4590

10. All transfer requests must be approved and signed off by the Local Board.

Date of Local Board meeting to discuss transfer _____

Date of Local Board meeting to approve transfer _____

11. By signing below, the Local Area Administrator/Designee requests a transfer of funds and certifies that this transfer request was approved at the Local Board Meeting on the date indicated above.

Signature _____
 Name Tracie Scott-Contreras
 Title Executive Director
 Date _____

12. Taking into account the factors described under the Transfer of Funds Procedures section on page 5 of the directive, describe the Local Board's reasoning to request a transfer of funds.

Continue to see a reduction of dislocated eligible customers, and increase in Adult eligible customers along with an increase in need for training for Adult customers.

Transfer of Funds Request Participant Plan

| | |
|------------------------|-------------------------------|
| Local Area: <u>MAD</u> | Prepared Date <u>5/1/2020</u> |
|------------------------|-------------------------------|

Enter the number of individuals in each category.

| TOTALS FOR PY 20__ | ADULT | DW |
|--|------------|-----------|
| 1. Registered Participants Carried in from PY 2018 | 277 | 28 |
| 2. New Registered Participants for PY 2019 | 216 | 27 |
| 3. Total Registered Participants for PY 2019 (Line 1 plus 2) | 493 | 55 |
| 4. Exiters for PY 2019 | 243 | 24 |
| 5. Registered Participants Carried Out to PY 2020 (Line 3 minus 4) | 250 | 31 |

| PROGRAM SERVICES | | |
|--|------------|------------|
| 6. Career Services | 969 | 109 |
| a. Basic Career Services (WIA Core Services) | 477 | 54 |
| b. Individualized Career Services (WIA Intensive Services) | 492 | 55 |
| 7. Training Services | 130 | 27 |

| EXIT STATUS | | |
|-------------------------------------|----|---|
| 8. Entered Employment | 53 | 6 |
| 9. Training-Related | 17 | 3 |
| 10. Entered Military Service | 0 | 0 |
| 11. Entered Apprenticeship Program | 1 | 0 |
| 12. Exited for Exclusionary Reasons | 11 | 1 |

| | |
|-------------------------------|-------------------------|
| Maiknue Vang, Deputy Director | 559-662-4503 |
| Contact Person, Title | Telephone Number |

Comments:

Although DW enrollment numbers have not dropped significantly, the number of individuals in training are expending training at a lower cost. This, along with staff time, is considerably lower than estimated. However, there has been an increase in Adult eligible individuals, of whom are harder to serve than in prior years and enrollment is longer than usual.

Transfer of Funds Request Budget Plan

| | |
|------------------------------|--------------------------------------|
| Local Area <u>MAD</u> | Date Prepared <u>5/1/2020</u> |
|------------------------------|--------------------------------------|

| | | | |
|--|-------------------|--|---|
| Subgrant Number <u>AA011014</u> | Grant Code | Adult to DW <input type="checkbox"/> 201 → 299 <input type="checkbox"/> 202 → 200 | DW to Adult <input type="checkbox"/> 501 → 499 <input checked="" type="checkbox"/> 502 → 500 |
| Year of Appropriation <u>2019</u> | | | |

| FUNDING IDENTIFICATION | ADULT | DW |
|---|------------------|----------------|
| 1. Formula Allocation | 807,413 | 564,799 |
| 2. Prior Adjustments - Plus or Minus | 0 | 0 |
| 3. Previous Amounts Transferred | 0 | 0 |
| 4. Current Amount to be Transferred | 250,000 | (250,000) |
| 5. TOTAL FUNDS AVAILABLE (Lines 1 through 4) | 1,057,413 | 314,799 |

| TOTAL ALLOCATION COST CATEGORY PLAN | | |
|---|------------------|----------------|
| 6. Program Services (Lines 6a through 6c) | 951,672 | 283,319 |
| a. Career Services (WIA Core Services / Intensive Services) | 644,976 | 204,619 |
| b. Training Services | 264,353 | 62,960 |
| c. Other | 42,343 | 15,740 |
| 7. Administration | 105,741 | 31,480 |
| 8. TOTAL (Lines 6 plus 7) | 1,057,413 | 314,799 |

| QUARTERLY TOTAL EXPENDITURE PLAN (cumulative) | | |
|---|-----------|---------|
| 9. September 2019 | 69,297 | 14,863 |
| 10. December 2019 | 96,465 | 74,585 |
| 11. March 2020 | 421,542 | 150,119 |
| 12. June 2020 | 793,386 | 219,094 |
| 13. September 2020 | 987,653 | 288,068 |
| 14. December 2020 | 1,057,413 | 314,799 |
| 15. March 2021 | 1,057,413 | 314,799 |
| 16. June 2021 | 1,057,413 | 314,799 |
| | | |
| | | |
| | | |
| | | |

| COST COMPLIANCE PLAN (maximum 10%) | | |
|---|---------------|---------------|
| 21. % for Administration Expenditures (Line 7/Line 5) | 10.00% | 10.00% |

| | |
|----------------------------------|-------------------------|
| <u>Jessica Roche, Controller</u> | <u>559-662-4590</u> |
| Contact Person, Title | Telephone Number |

Comments