



**WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY**

A G E N D A

**June 17, 2021
3:00 p.m.**

Meeting will be held as a
Teleconference Meeting
Workforce Assistance Center
2037 W. Cleveland Avenue, Madera, CA 93637, 559-662-4589

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: <https://us02web.zoom.us/j/81274206285?pwd=enROTmo3RTRidG5EcnhTM2Y2TXRWdz09>
Please call: 1-669-900-9128; Meeting ID: 812 7420 6285; Password: 274155.

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; CRS 711; Fax 559/673-1794.

If a quorum of the Workforce Development Board is not present at the time of the meeting BUT a quorum of the Workforce Development Board Executive Committee IS present, an Executive Committee board meeting will be conducted in place of the Workforce Development Board.

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/workforce-board-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.

ELECTRONIC MEETING INSTRUCTIONS

The Workforce Development Board of Madera County uses Zoom as the tool to facilitate electronic meetings. Our desire is to ensure orderly Zoom meetings and to help attendees have confidence in how the meeting will be facilitated and that all members and public will be effectively heard. The following instructions provide consistent methods that will lead us to realizing that desire.

- We highly recommend use of the Zoom client app, as this tool greatly enhances the attendee's experience and provides readily accessible controls.
- Remain muted until speaking and mute again when finished speaking.
- Ensure your name shows on your connection.
- Votes will be facilitated with a roll call.
- When connecting to Zoom, if using the phone is preferred over computer audio, we request you connect to the Zoom meeting first and then choose Phone for the preferred audio connection. Input the meeting and participant IDs to relate your phone audio to your Zoom connection.
- Please avoid having both computer audio and phone audio activated as this can cause sound problems.
- If connecting via phone only, *6 will toggle mute/unmute.
- Public comments will only be taken when a hand is raised. On the phone-only connection, *9 raises the hand. You must be recognized by the presiding officer of the meeting before speaking.



A G E N D A

June 17, 2021

3:00 p.m.

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.

4.0 Introductions and Recognitions

5.0 Adoption of Board Agenda

6.0 Consent Calendar

- 6.1 Consideration of approval of the April 15, 2021 Workforce Development Board (WDB) meeting minutes.
- 6.2 Consideration of approval of the re-appointment of Bobby Kahn, Madera County Economic Development Commission, for an additional 3 year term: 7/30/21 to 7/30/24.
- 6.3 Consideration of approval of the resignation of Wayne Rylant, Alto Ingredients, from the WDB.
- 6.4 Consideration of approval of the resignation of David Salter, Salter's Distributing, from the WDB.
- 6.5 Consideration of approval of the resignation of Linda Monreal, Madera Unified School District, from the WDB.
- 6.6 Consideration of approval of the revised Incident Report Policy to align the local policy language with updated state guidance – no substantive changes.
- 6.7 Consideration of approval of the revised Individual Training Account (ITA) policy to include an increased maximum amount of \$8,500.

7.0 Action Items

- 7.1 Consideration of approval of the preliminary program budget for the 2021-22 fiscal year.
- 7.2 Consideration of approval of ProPath, Inc.'s One Stop Operator report for the period of January 1, 2021 through March 31, 2021.
- 7.3 WDB Chair Election
- 7.4 WDB Vice Chair Election

8.0 Information Items

- 8.1 Madera County Workforce Investment Corporation (MCWIC) Update
- 8.2 Program Update
- 8.3 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County
- 8.4 WDB 2021-22 Meeting Calendar

8.5 After the Storm: The Jobs and Skills that will Drive the Post-Pandemic Recovery Report

9.0 Written Communication

9.1 Madera WDB Career Services Provider Award

10.0 Open Discussion/Reports/Information

10.1 Board Members

10.2 Staff

11.0 Next Meeting

August 19, 2021

12.0 Adjournment



**WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY**

MINUTES

April 15, 2021

***Convened at Madera County Workforce Assistance Center – via Teleconference
2037 W. Cleveland Avenue, Madera, CA 93637***

Zoom Meeting: <https://us02web.zoom.us/j/81274206285?pwd=enROTmo3RTRidG5EcnhTM2Y2TXRWdz09;>
Phone: (669) 900-9128; Meeting ID: 812 7420 6285; Password: 274155

PRESENT: Debi Bray, Brett Frazier, Mike Fursman, Santos Garcia (7.1), Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Lanie Suderman
ABSENT: Michelle Brunetti, Mark Choe, Jorge DeNava, Wendy Lomeli, Deborah Martinez, Mattie Mendez, Linda Monreal, Wayne Rylant, David Salter, Cindy Vail
GUEST: Gary Beaudette, Omair Javaid, Amelia Meza, David Shinder, Yvette Quevedo
STAFF: Nicki Martin, Tracie Scott-Contreras, Maiknue Vang

1.0 Call to Order

Meeting call to order at 3:04 p.m. by Chair Brett Frazier.

1.1 Pledge of Allegiance

2.0 Additions to the Agenda

None.

3.0 Public Comment

None.

4.0 Introductions and Recognitions

Tracie Scott-Contreras, Executive Director, introduced Gary Beaudette, David Shinder, Omair Javaid, Amelia Meza and Yvette Quevedo. Gary represents Beaudette Consulting, the successful bidder for the One Stop Operator contract. Omair's Workforce Development Board (WDB) member application is on the agenda for approval. David Shinder is the Local and Regional plans consultant. He will be providing information on the plans. Yvette Quevedo is the workforce area Employment Development Department (EDD) regional advisor. Amelia Meza works with the Division of Apprenticeship Standards.

5.0 Adoption of Board Agenda

Bobby Kahn moved to adopt the agenda, seconded by Rob Poythress.

Vote: Approved – unanimous

Yes: Debi Bray, Brett Frazier, Mike Fursman, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Lanie Suderman

6.0 Consent Calendar

6.1 Consideration of approval of the February 18, 2021 Workforce Development Board (WDB) Meeting Minutes.

6.2 Consideration of approval of the revised Temporary Jobs and Paid and Unpaid Work Experience Policy.

6.3 Consideration of approval of San Joaquin Valley College as a new training provider for receipt of Individual Training Account Vouchers.

Bobby Kahn moved to approve the Consent Calendar, seconded by Debi Bray.

Vote: Approved – unanimous

Yes: Debi Bray, Brett Frazier, Mike Fursman, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Lanie Suderman

7.0 Action Items

7.1 Consideration of approval of a new member application for Omair Javaid, World Financial Group, and forwarding the application to the Madera County Board of Supervisors for appointment.

Omair introduced himself to the Board. Omair graduated high school in Madera and attended University of California Irvine (UCI). He returned to Madera to contribute to the community. He has experience serving on Boards and serves as Treasurer for the Madera Community Hospital Foundation Board. He also helps with monthly food drives. Mayor Garcia recommended the WDB to him.

Rob Poythress moved to approve, seconded by Nichole Mosqueda.

Vote: Approved – unanimous

Yes: Debi Bray, Brett Frazier, Mike Fursman, Santos Garcia, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Lanie Suderman

7.2 Consideration of approval of the Workforce Innovation and Opportunity Act PY 2021-2024 Regional and Local Plans and forwarding the plans to the Madera County Board of Supervisors for final review and approval.

The Local and Regional plans have been out for public comment for 30 days. The 30-day comment period closed yesterday. No comments were received. David Shinder worked on both the Local and Regional plans. The Regional plan covers San Joaquin County to Kern Inyo Mono County and the counties in between. Regional Plans were introduced as part of the Workforce Innovation and Opportunity Act (WIOA). They address regional economies. The State has requested that local areas develop a vision and how they will implement that vision through services and partnerships, etc. The Regional Plan talks about the economic landscape of the Region – 8 Boards and 10 counties which is known as the Regional Planning Unit (RPU). The Central Valley RPU comprises 25% of California. The Regional Plan lays out the key economic and labor market drivers for the RPU. It talks about the characteristics of the workforce with regard to education attainment and participation in the labor force and other factors. The RPU went beyond the requirements and tried to be strategic where the regional plan focused on economic recovery and the affect the pandemic had on local businesses and economies.

Laura Gutile moved to approve, seconded by Rob Poythress.

Vote: Approved – unanimous

Yes: Debi Bray, Brett Frazier, Mike Fursman, Santos Garcia, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Lanie Suderman

7.3 Consideration of approval of a sole source contract with Beaudette Consulting, Inc., for One Stop Operator Services for the period from July 1, 2021 through June 30, 2024.

A request for proposals (RFP) was released in December 2020. One proposal was received – Beaudette Consulting, Inc. Beaudette works out of the Modesto area. After review of their proposal, staff determined to move forward with a sole source agreement with Beaudette to act as the One Stop Operator (OSO) for the next 2 years with an option to extend if appropriate. Mr. Beaudette was introduced to the Board. He will join the Board meetings quarterly to present the OSO reports. Beaudette, Inc. worked mostly out of the Stanislaus County area and wants to help close the skills gap. Gary is currently working on high school curriculums. He is always looking for ways to help and contribute.

Mike Farmer moved to approve, seconded by Debi Bray.

Vote: Approved – unanimous

Yes: Debi Bray, Brett Frazier, Mike Fursman, Santos Garcia, Laura Gutile, Marie Harris, Bobby Kahn, Mike Lopez, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Lanie Suderman

8.0 Information Items

8.1 MCWIC Update

Information provided within the agenda packet. The minutes for the January 28, 2021 MCWIC meeting and the March 25, 2021 MCWIC meeting agenda were provided as an update. There was no meeting in February.

8.2 Program Update

Information provided within the agenda packet. Enrollment numbers are starting to pick up. Madera Adult School is open to students and classes have started again. Employment Development Department staff may start working out of the Center in May. They will be using a phased/hybrid approach for staffing. They plan on using an appointment-based system to see participants. Staff are desperately seeking a participant worksite to use for the Wildfires Emergency Response grant. A site needs to be identified by next Monday. Staff are excited for the GRID grant. The grant provides solar power installation training to individuals housed as the Department of Corrections facilities. Madera County Probation approached Madera Workforce for the Corona Virus Emergency Supplemental Funding (CESF) grant. A part-time Career Specialist will provide services at the Probation facilities in Madera and Oakhurst through the CESF grant. Madera is working with Stanislaus County Workforce Development on a Veterans Employment Related Assistance program (VEAP). The MCWIC Program Navigator participated in a Facebook Live event along with Madera Adult School Parent Resource Center to provide parents information on Workforce services. They received over 700 views when the event was posted to Facebook. A Spanish live event is scheduled for Monday. Tracie is involved with the Juvenile Justice Coordinating Council development of the realignment plan for juveniles who will be returning to Madera County from State facilities. Planning also includes future local housing and services.

8.3 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County

Information provided within the agenda packet. Local UI claims are finally starting to go down. Numbers are down in the 500s range. Staff are hopeful that the downward trend continues. Workforce is receiving more calls from employers looking for workers. Staff have started using virtual recruitments meetings.

9.0 Written Communication

None.

10.0 Open Discussion/Reports/Information

10.1 Board Members

- Brett Frazier stated that HBO Max has an interesting documentary available called Our Towns. It looks at how small cities and towns can come back from economic downturns and speaks on community colleges and vocational trainings as a key to economic planning. It highlights areas similar to Madera and how they were able to come back from setbacks.*
- Bobby Kahn thanked Tracie for participating on a call regarding local business needs for truck drivers.*

10.2 Staff

None.

11.0 Next Meeting

June 17, 2021

12.0 Adjournment

Meeting adjourned at 3:36 p.m.



EDD Revision Date: 9/10/02; 6/12/13
WDB Review Date: 8/26/04; 3/22/07; 12/15/16

EXECUTIVE SUMMARY:

Purpose:

This document establishes the Workforce Development Board of Madera County's policy and procedures for reporting [allegations of fraud, program abuse, or criminal conduct involving grantees or other entities and subrecipients receiving federal funds either directly or indirectly from the Employment Development Department \(EDD\) to the EDD Compliance Review Office \(CRO\) and the US Department of Labor's \(DOL\) Office of Inspector General \(OIG\).](#) This policy and the associated procedures apply to the Local Workforce Development Area (Local Area) and other subrecipients of programs funded under the Workforce Innovation and Opportunity Act (WIOA), and is effective immediately. ~~incidents, including but not limited to criminal fraud, criminal abuse or other criminal activity and non-criminal complaints, such as waste of funds, to the Compliance Review Office (CRO) of the Employment Development Department (EDD) and the Department of Labor's (DOL) Office of Inspector General (OIG).~~

Scope:

This policy applies to the Madera County Local Workforce Development Area (LWDA) and all subrecipients or other programs funded under the Workforce Innovation and Opportunity Act.

Effective Date:

This policy is effective on the date of approval by the Workforce Development Board of Madera County.

REFERENCES:

- EDD Directive [WSD20-12 WSD42-18](#)
- [Title 20 Code of Federal Regulations \(CFR\) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards \(Uniform Guidance\) Sections 200.22, 200.23, 200.92, 200.333, and 200.344](#)
- Title 20 Code of Federal Regulations (CFR) Sections [683.600 and 683.620](#)

- DOL Training and Employment Guidance Letter 2-12, Employment and Training Administration (ETA) Grant Recipient Responsibilities for Reporting Instances of Suspected Fraud, Program Abuse, and Criminal Conduct (July 12, 2012)

STATE-IMPOSED REQUIREMENTS:

This policy contains some State-imposed requirements. These requirements are indicated by ***bold italic*** type.

FILING INSTRUCTIONS:

This policy implements the requirements of [WSD20-12-WSD12-18](#). Retain this policy until further notice.

BACKGROUND:

~~The WIOA regulations, Per Title 20 CFR Section 683.620, require that information and complaints involving criminal fraud, waste, abuse, or other criminal activity must be reported immediately through DOL’s Incident Reporting System to OIG with a copy simultaneously provided to the Employment and Training Administration (ETA). [Complaints of a noncriminal nature \(e.g., mismanagement and gross waste of funds\) may be handled under the procedures set forth in Title 20 CFR Section 683.600 or may be reported through the DOL’s Incident Reporting System. The Incident Reporting System also processes non-criminal complaints regarding mismanagement and gross waste of funds. When an individual had knowledge or suspicion of a violation of the WIOA or its regulations, the individual must take prompt and appropriate action.](#)~~

~~The intent of this policy is to ensure that all instances of fraud, abuse, or other criminal activity associated with WIOA funded activities are concurrently reported to the Compliance Review Division, and to the Executive Director of the Workforce Development Board of Madera County.~~

~~[When an individual has knowledge or suspicion of a violation of the WIOA or its regulations, the individual must take prompt and appropriate action.](#)~~

POLICY AND PROCEDURES:

Definitions:

~~[Complaint – allegations of criminal activity and serious misconduct accepted by the DOL as incidents, and allegations of fraud, waste, and abuse concerning federally-funded grants, contracts, programs and operations, and dangers to the public health and safety. The Incident Reporting System should not be used for resolving employee grievances, Equal Employment Opportunity complaints, labor disputes, or other personnel concerns.](#)~~

~~[Contract – a legal instrument by which a non-federal entity purchases property or services needed to carry out the project or program under a federal award. The term as used in this part does not include a legal instrument, even if the non-federal entity considers it a contract, when the substance of the transaction meets the definition of a federal award or subaward. \(Uniform Guidance Section 200.22\)](#)~~

Contractor – an entity that receives a contract as defined in 200.22 Contract. (Uniform Guidance Section 200.23)

Subaward – an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract. (Uniform Guidance Section 200.92)

Subrecipient – a non-federal entity that receives a subaward from a pass-through entity to carry out part of a federal program, but does not include an individual that is a beneficiary of such program. A subrecipient may also be a recipient of other federal awards directly from a federal awarding agency. (Uniform Guidance Section 200.93)

~~Complaint, for this policy only, means criminal and non criminal complaints accepted by DOL as incidents, such as gross waste of funds, mismanagement, and dangers to the public health and safety.~~

~~Subrecipient, for this policy, means the Local Workforce Investment Area and other recipients that receive WIOA funds directly from the State.~~

~~Lower tier subrecipient, means a recipient that does not receive WIOA funds directly from the State.~~

Policy:

All subrecipients that receive WIOA funds ~~shall~~ must promptly report to OIG and CRO all allegations of WIOA-related fraud, abuse, and other criminal activity. The CRO must immediately report the allegations through the DOL's Incident Reporting System to the OIG with a copy simultaneously provided to the ETA. In addition to submitting allegations to the CRO, subrecipients may also report allegations directly to the OIG, if deemed appropriate.

Each subrecipient ~~shall~~ must establish appropriate internal ~~program management~~ procedures to prevent and detect fraud, abuse, and criminal activity. These procedures must include a reporting process to ensure that OIG and CRO are notified immediately of any allegations of WIOA-related fraud, abuse, or criminal activity. Internal procedures must be in writing and include the designation of a person on the subrecipients' staff who will be responsible for such notifications.

~~Lower tier s~~Subrecipients ~~will~~ must establish, document, and implement procedures to immediately notify the funding entity of any suspected or proven fraud, abuse, or other criminal activity involving WIOA-funded activities. Funding entities must provide written notification to ~~lower tier~~ subrecipients regarding their responsibilities to be alert for instances of fraud, abuse, and criminal activity committed by staff, contractors, or program participants and to report all such instances to the funding entity, ~~OIG,~~ and CRO immediately including that the allegations may also be eported to the OIG. Proof of this notification must be maintained in the funding entity's files. Subrecipients detecting the presence or appearance of fraud, abuse, or other criminal

activity must obtain sufficient information to provide a clear, concise report of each incident. Reports must include a statement of all facts, known at the time, as well as any known or estimated loss of WIOA funds resulting from the incident. It is important that an initial report is made to ~~OIG and~~ CRO within one working day of the detection of the incident. The submission of an incident report should not be delayed even if all the facts are not readily available. Any facts subsequently developed by the subrecipient ~~are to~~ must be forwarded in a supplemental incident report.

The reporting procedures do not supersede the responsibility for subrecipients to safeguard WIOA funds by taking prompt and appropriate corrective action when any evidence of a violation of WIOA or its implementing regulations is found.

Reporting:

Within one work-day of detection or discovery of information alleging fraud, abuse, or other criminal activity involving WIOA funds, a written incident report shall be prepared by the detecting entity. The report must be submitted on the Incident Report form, which can be found as Attachment C to TEGL 2-12, or a similar document containing the requested information to the CRO by email at PACBCROIncidentReports@edd.ca.gov. The report must be submitted on the attached form or similar document containing the requested information.

Submit the report to the CRO by mail at:

~~Attention: Compliance Resolution Unit
Compliance Review Office, MIC 22M
Employment Development Department
P.O. Box 826880
Sacramento, CA 94280-0004~~

~~And~~ The Incident Report may also be submitted to the DOL OIG at their Web site www.org.dol.gov/hotlinecontact.htm, by telephone at 1-800-347-3756, by fax to (202) 693-7020, or by mail to:

~~Office of Inspector General
United States Department of Labor
200 Constitution Avenue NW, Room S-5506
Washington, DC 20210~~

And to the Executive Director of the Workforce Development Board of Madera County by telephone at (559) 662-4500, by fax at (559) 673-1794, or by mail to:

~~Executive Director
Workforce Development Board of Madera County
2037 W. Cleveland Avenue P.O. Box 1205
Madera, CA 936389~~

Allegations considered to be of an emergency nature may be reported by telephone to the EDD/CRD Compliance Resolution Unit Supervisor at (916) 654-8354 ~~653-0298~~ and or by

calling the OIG/DOL Hot Line at 1-800-347-3756 and **followed immediately thereafter by a written incident report.**

The Workforce Development Board of Madera County Executive Director has designated the Controller as the person responsible to forward any incident report ~~it receives~~ to CRO and OIG/DOL. The CRO will record any incident report it receives in the WIOA Incident Report System, report the incident directly to the OIG Complaints Analysis Office, and forward the incident report to DOL/ETA Region 6 within one working day of receipt. However, CRO may have to contact the reporting entity for clarification or additional details prior to forwarding it to Region 6. Concurrently with its transmittal of the incident report to Region 6, CRO will, when applicable, notify the reporting entity to take appropriate action to recover misspent funds, or to contain its financial liability.

Upon receipt, ETA Region 6 will forward the ~~incident report~~ to DOL Regional OIG, San Francisco. Subsequently, ETA Region 6 will advise EDD the CRO of the action to be taken by the DOL Regional OIG. When the OIG receives an Incident Report, they will determine whether or not to investigate the incident, decides to investigate the incident, CRO will wait for OIG's results before commencing the state-level formal resolution. If OIG decides not to investigate ~~the incident~~ an Incident Report, the case is referred back to ETA for resolution. ~~CRO will request, when appropriate, a special monitoring review or an investigation by the appropriate state entities. Otherwise, CRO will require the subrecipient to submit its fact finding and local resolution.~~ At this time the case is referred to the EDD by ETA Region 6 for investigation. If the OIG decides to investigate the incident, ETA Region 6 will instruct the CRO to wait for the OIG's results before commencing the state-level formal resolution.

When the CRO commences the state-level resolution, it will request a fact-finding and resolution report from the appropriate next level of oversight, depending on the nature of the allegations. The CRO may require the EDD's direct subrecipients to submit a fact-finding and local resolution report, or the fact-finding mission may be conducted by the EDD. The fact-finding may, in certain circumstances, rise to the level of a special monitoring review, an investigation, or an audit by the appropriate state entities or by independent third party auditors, as determined by the CRO.

Whenever the entity reporting the allegation of an incident believes that immediate action to prevent further financial loss or other damage is necessary, or recovery of funds or property may be impeded if immediate action is not taken, the reporting entity has the responsibility to take any action it deems appropriate, including contacting the local law enforcement agency. **Any immediate action taken or planned by the reporting entity must be reported to CRO when the incident report is submitted.**

Allegations of fraud, abuse, or other criminal activity in WIOA-funded programs may originate from sources other than subrecipients. Such sources may include informants, independent auditors, or local law enforcement agencies. Whenever the EDD receives an allegation from such a source, the CRO will prepare and submit an incident report (DOL Form DL 1156) and submit it to Region 6, in accordance with this policy to the OIG Complaints Analysis Office and to ETA Region 6, in accordance with WDD Directive WSD20-12. In such a case, CRO will, when appropriate, inform the ~~subject~~ subrecipient of the incident reported and advise the latter of the need to take certain action.

During an investigation, based on a report of fraud or abuse, [the DOL](#) OIG investigators or auditors may contact a subrecipient regarding an incident of which the subrecipient was not previously aware. Upon learning of the incident from federal sources, the subrecipient should contact [the CRO](#) to determine whether the latter is aware of the incident. If the subrecipient is not aware of the allegations, but CRO is [aware](#), then the ~~latter CRO~~ will, when appropriate, inform the [former subrecipient](#) of the specific allegations contained in the ~~Incident Report~~.

Action will not be taken against any complainant for disclosing information concerning criminal or improper activities or making a valid complaint to proper authorities. Complainants may remain anonymous. If a complainant considers that ~~his or her~~[their](#) position will be compromised by reporting information ~~via~~ [through](#) an ~~Incident Report~~, ~~he or she~~[the complainant](#) may send the report directly to the OIG.

Post Close-Out Adjustments and Continuing Responsibilities

[Per Uniform Guidance Section 200.344, the closeout of a federal award does not affect any of the following:](#)

- [The right of the federal awarding agency or pass-through entity to disallow costs and recover funds on the basis of a later audit or other review. The federal awarding agency or pass-through entity must make any cost disallowance determination and notify the non-federal entity within the record retention period.](#)
- [The obligation of the non-federal entity to return any funds due as a result of later refunds, corrections, or other transactions including final indirect cost rate adjustments.](#)

Records Retention Requirements

[Per Uniform Guidance Section 200.333, financial records, supporting documents, statistical records, and all other non-federal entity records pertinent to a federal award must be retained for a period of three years from the date of submission of the final expenditure report, or for a period of three years from the date of the submission of the quarterly or annual financial report \(for federal awards that are renewed quarterly or annually\), as reported to the federal awarding agency or pass-through entity \(in the case of a subrecipient\). Pass-through entities must not impose any other record retention requirements upon non-federal entities. The only exceptions are the following:](#)

- [If any litigation, claim, or audit is started before the expiration of the 3-year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.](#)
- [When the non-federal entity is notified in writing by the federal awarding agency, cognizant agency for audit, oversight agency for audit, cognizant agency for indirect costs, or pass-through entity to extend the retention period.](#)
- [Records for real property and equipment acquired with federal funds must be retained for 3 years after final disposition.](#)

INQUIRIES:

If you have any questions about the information contained in this policy, please contact the Executive Director, Workforce Development Board of Madera County at (559) 662-4500.

Attachments

1. Glossary of Terms
2. Incident Report Form

INCIDENT REPORTING GLOSSARY OF TERMS AND DEFINITIONS

The definitions of employee or participant misconduct, fraud, misfeasance or malfeasance, gross mismanagement, and misapplication of funds included below were developed to provide guidance for the purpose of the Incident Reporting Directive. These definitions are illustrative and are not intended to be either comprehensive or restrictive. ([TEGL 2-12](#), Attachment A)

Emergency – A situation involving imminent health or safety concerns, or the imminent loss of funds exceeding an amount much larger than \$50,000 (e.g., \$500,000).

Employee/Participant Misconduct – Actions occurring during or outside work hours that reflect negatively on the Employment Development Department or its mission including, but not limited to: conflict of interest or the appearance of conflict of interest involving outside employment, business and professional activities; the receipt or giving of gifts, fees, entertainment, and favors; misuse of federal property; and, misuse of official information and such other activities as might adversely affect the confidence of the public in the integrity of the government (29 CFR Part O; 5 CFR Parts 2635 and 5201) as well as serious violations of federal and state laws.

Fraud, Misfeasance, Nonfeasance or Malfeasance – Any alleged deliberate action which may be in violation of federal statutes and regulations. This category includes, but is not limited to, indications of bribery, forgery, extortion, embezzlement, theft of participant checks, kickbacks from participants or contractors, intentional payments to a contractor without the expectation of receiving services, payments to ghost enrollees, misuse of appropriated funds, and misrepresenting information in official reports.

Gross Mismanagement – Actions or situations arising out of management ineptitude or oversight and leading to a major violation of the legislative process, regulations, or contract/grant provisions. Such actions or situations have the potential to severely hamper accomplishment of program goals, waste government resources, and jeopardize future support for a particular project. This category includes, but is not limited to, unauditible records, unsupported costs, highly inaccurate fiscal reports or program reports, payroll discrepancies, payroll deductions not paid to the Internal Revenue Service, and lack of good internal control procedures.

Misapplication of Funds – Any alleged deliberate use of funds, assets or property not authorized or provided for by legislation or regulations, grants, or contracts. This category includes, but is not limited to, nepotism, political patronage, use of participants for political activity, ineligible enrollees, conflict of interest, failure to report income from federal funds, violation of contract/grant procedures, and the use of federal funds for other than specified purposes. An incident report should be filed when there appears to be an intent to misapply funds rather than merely for a case of minor mismanagement.

**U. S. DEPARTMENT OF LABOR
MANUAL SERIES**

Attachment C

DLMS – 8

AUDITS AND INVESTIGATIONS



**Chapter 700 - Allegations of Wrongdoing or Misconduct, Incident Reporting, and
Whistleblower Protection**

ETA INSTRUCTIONS FOR OIG 1-156 INCIDENT REPORT (IR)

1. Using the Incident Report Form: The OIG 1-156 Incident Report Form should be used for filing:

(a) Initial Incident Report: Form OIG 1-156 is designed primarily as an initial report to inform the Employment and Training Administration's (ETA) Office of Financial and Administrative Management (OFAM) and the Office of the Inspector General (OIG) that a violation or apparent violation has occurred. It should also be used to inform OFAM and OIG of cases involving ETA employees, programs, and operations being investigated by or reported to other investigative agencies.

(b) Supplemental Incident Report: Once the initial Form OIG 1-156 has been filed Form OIG 1-156 should be used:

- (1) To provide supplemental information not available at the time of the original report.
- (2) If the matter cannot be resolved at the agency level and the case goes to litigation or arbitration at another level, supplemental reports will be submitted without awaiting results of adjudication or arbitration.

(c) Final Incident Report: Form OIG 1-156 should be used when:

- (1) An incident is resolved, or otherwise settled.
- (2) Adjudication and arbitration results are known and all requirements of such adjudication or arbitration have been completed.

2. Completing the Incident Report Form:

The agency designation code requested in block 2 is assigned by the office preparing the form and should include the fiscal year in which the report is being submitted, the agency acronym, and a number to indicate the chronological sequence of the report (for example, 09-CHI-ETA-01 would show that the report was submitted in Fiscal Year (FY) 2009, by Chicago, ETA, and was the first report they submitted in FY 2009, and 09-OWI-ETA-02 would show that the report was submitted in FY 2009 by the Office of Workforce Investment (OWI), ETA/NO, and was the second report OWI submitted in FY 2009).

Block 16 should be signed on all copies by the responsible official for the office unless the employee believes he/she should send the form directly to the OIG and OFAM.

Entries requiring additional space may be continued at the end of the synopsis entry in Block 14 or on a separate sheet(s) of bond paper. Head each additional sheet "Continuation" and give the Agency Identification Code from Block 2.

3. Transmitting the Completed Incident Report Form:

For IRs originating in a region or concerning a regional office (RO) program, the Regional Administrator/Regional Apprenticeship Director (RA/RD) should send the original signed OIG 1-156 via a transmittal memorandum to the Special Agent-In Charge (SAC) of the OIG's Regional Office of Labor Racketeering and Fraud Investigations within two days of discovery or receipt of the incident report and simultaneously forward copies to OFAM and the Office of Regional Management (ORM) or the Office of Apprenticeship (OA).

For IRs originating in the national office (NO) or concerning an NO program, the originating office should send the original signed OIG 1-156 to OFAM within two days of discovery or receipt of the incident report and simultaneously forward copies to ORM or OA. OFAM will send the original IR to the OIG within two working days of receipt.

See Attachment E for SAC and other OIG addresses.

Mail ETA NO copies to:

Office of Financial and Administrative Management
200 Constitution Avenue, N.W., Room N-4653
Washington, D.C. 20210
ATTENTION: OGM

Office of Regional Management
200 Constitution Avenue, N.W., Room C-4517
Washington, D.C. 20210

or

Office of Apprenticeship
200 Constitution Avenue, N.W., Room N-5311
Washington, D.C. 20210

Note: If the report concerns Department of Labor staff, the copies for the ETA NO should be sent in a sealed envelope addressed to the Administrator of OFAM with a notation on the envelope "TO BE OPENED BY ADDRESSEE ONLY."



For Official Use Only (When filled in)

1. Date of report

2. Agency designation code (Yr.) (Agency) (Report No.)

3. File Number (For IG use)

4. Type of report

Initial Supplemental Final Other (Specify)

5. Type of incident

Conduct violation Criminal violation Program violation

6. Allegation against

DOL Employee Contractor Grantee Other (Specify)

Given name and position of employee(s), contractor(s), grantee, etc. List telephone number, OWCP or other Claim File Number, if applicable, and other identifying data:

7. Location of incident (Give complete name(s) and addresses of organization(s) involved)

8. Date and time of incident/discovery

9. Source of complaint

Public Contractor Grantee Program Participant Audit

Investigative Law Enforcement Agency (Specify)

Other (Specify)

Give name and telephone number so additional information can be obtained.

10. Contacts with law enforcement agencies (Specify name(s) and agency contacted and results)

11. Expected concern to DOL

Local Regional National Media interest Executive interest GAO/Congressional interest

Other (Specify)

12. DOL Agency involved

SECY ESA ETA ILAB LMSA MSHA OASAM OIG OSHA SOL ASP BLS NCEP WB OIPA Other (Specify)

Amount of grant or contract (If known)

\$

Amount of subgrant of subcontract (If known)

\$

13. Persons who can provide additional information (Include custodian of records)

Name Grade Position or job title Employment

Local Address (Street, City, & State) or organization, if employed and telephone number

¹Enter one of these codes:

U - Unemployed

G-Grantee

C-Contractor

D - DOL

F-Other Federal Employee

P - Program Participant or
claimant

(Complete page 2 of this form)

DL 1-156
8/83

For Official Use Only (When filled in)

14. Details of Incident (Describe the Incident)

If more room is needed attach additional sheets.

15. Typed name and title of DOL employee

16. Signature of DOL employee

17. Copies furnished to:

18. Attachments: (List)



INDIVIDUAL TRAINING ACCOUNT POLICY

EDD Revision Date: N/A

WDB Review Date: 9/11/00; 7/17/06; 3/22/07, 12/18/09, 6/21/12; 2/28/13; 6/27/13; 5/22/14; 12/17/15; 5/4/16; 6/16/16; 7/28/16, 12/15/16; 8/23/18; 6/17/21

EXECUTIVE SUMMARY:

Purpose:

This document establishes the policy of the Workforce Development Board of Madera County on training services for adults, dislocated workers, and out-of-school youth ages 18-24 as provided through Individual Training Accounts, and is effective upon approval by the Board.

References:

- Workforce Innovation & Opportunity Act (WIOA) Section 134(c)(3)
- Title 20 CFR 680.230
- Title 20 CFR 680.300-340

Policy:

WIOA funding for training is limited to participants who are unable to obtain grant assistance from other sources to pay the costs of their training or who require assistance beyond that available under grant assistance from other sources to pay the costs of such training. One-stop operators and training providers must coordinate funds available to pay for training, taking into account the full cost of participating in training, including the cost of support services and other appropriate costs. Program staff must consider the availability of other sources of grants to pay for training costs such as Temporary Assistance for Needy Families (TANF), State-funded training programs, and Federal Pell Grants, so that WIOA funds supplement other sources of grant funding. A WIOA participant may enroll in WIOA-funded training while their application for a Pell Grant is pending, as long as arrangements have been made with the training provider and participant regarding allocation of the Pell Grant. If a Pell Grant is subsequently awarded, the training provider must reimburse the one-stop operator for the amount of WIOA funds used to underwrite the training for the amount covered by the Pell Grant.

Training services for eligible individuals are typically provided by training providers who receive payment for their services through an Individual Training Account (ITA). The ITA is a payment agreement established on behalf of a participant with a training provider. WIOA title I-eligible adults who are members of a priority group, dislocated workers, and out-of-school youth ages 18-24 may purchase training services from eligible providers they select in consultation with the case manager. This consultation will include discussion of the quality and performance information on the available training providers. Training programs selected must be directly

linked to an in-demand industry sector or occupation in the local area or in the planning region, or in another area to which a participant receiving such services is willing to relocate. Priority will be given to programs that lead to recognized post-secondary credentials that are aligned with such in-demand industry sectors or occupations in the local area. A local board may approve training services for occupations determined by the local board to be in sectors of the economy that have a high potential for sustained demand or growth in the local area.

Payments from ITA's may be made in a variety of ways, including the electronic transfer of funds through financial institutions, vouchers, or other appropriate payment methods. Payment for ITA's issued under this policy may be paid:

- Incrementally, at an hourly rate for training, based on the hours of training successfully completed each month, throughout the participant's training program; or
- Incrementally, at a per module rate for training, based on the successful completion of specific modules or other measurable segments of training; or
- For community college or other public educational institution-based training, at the time of enrollment into each semester or quarter of the training program, as specified by the enrollment policies of the institution.

The agreed upon payment structure for each occupational skills training provider will be outlined in the payment provisions section of the contract between the institution and the Board, and will be specified for each participant enrolled in the ITA voucher issued for that participant.

Title 20 CFR 680.310 allows the State or Local Workforce Development Board to impose limits on the dollar amount and/or duration for Individual Training Accounts. Limitations established by a local Board policy must not undermine, but rather should maximize, customer choice in the selection of an eligible training provider.

Based on the results of an individual assessment and on funding availability, ITA's may be awarded to eligible adults who are members of a priority group, dislocated workers, and out-of-school youth ages 18-24. Each ITA will be subject to a maximum dollar amount of \$8,500 for tuition and additional training costs as listed on the ETPL. The maximum duration of an ITA will be two years. A second ITA may be issued to a participant based on exceptional economic or personal circumstances at the discretion of the Executive Director; however, a second ITA would not generally be approved within less than 3 years of the completion of the first ITA. Prior to the issuance of an ITA, justification must be provided which supports that training is necessary for the individual to obtain appropriate employment leading to self-sufficiency, and that the career options following completion of training are in demand in the local area. An ITA will only be issued for those costs in excess of all other available sources of financial assistance, including PELL Grants, Community College Board of Governors (BOG) fee waivers, Cal Grants, private or institution-specific scholarships, or other available resources.

The \$ 8,500 limit is for costs required for the selected training program and may be waived for extenuating circumstances as determined by the local Board or the Executive Director. One example of such extenuating circumstances would be for those dislocated workers who are eligible for training services, but, due to their earnings prior to dislocation, are not eligible for any other form of non-repayable financial assistance, or for whom such financial assistance is limited. The \$ 8,500 limit includes all training costs required to participate in and successfully complete a training program, as listed on the ETPL. When awarding an ITA, consideration must

be given to labor market demand in the local area or in the area to which the trainee intends to relocate.

An ITA may only be issued for courses or programs published in the Statewide Eligible Training Provider List, and approved by the local Board. Local Community Colleges, Adult Schools, and other public training institutions will always be given priority for training referrals, when the training course is comparable to that offered at a Private Training Institution.

An individual must be enrolled in approved training within 90 days from the date of issuance of the ITA. An individual will be considered “enrolled” in training if they are: 1) pre-registered for classes or on the waiting list for an approved provider; and 2) have a start date for their training; and 3) the start date is not more than one quarter or term away.

An individual must be making satisfactory progress in training to access all payments from their ITA. Satisfactory progress is defined, for local purposes, as receiving passing scores in all courses related to their program and meeting all attendance and behavior requirements mandated by their school of attendance. The educational institution will certify that an individual is making satisfactory progress through official attendance and progress reports signed by the registrar, instructor, or equivalent person designated by the educational institution.

If an individual drops out or otherwise withdraws from ITA-funded training prior to completion **without cause**, the individual will be billed for ITA payments made to the training provider on their behalf. Adequate cause for dropping or otherwise withdrawing from training could include, but is not limited to: severe medical condition which prevents the individual from participating for a period of more than 90 days; serious illness or death of a family member that prevents the individual from participating for more than 90 days; or the necessity to relocate out of the area. The Executive Director will determine whether sufficient cause for dropping or withdrawing from training exists on a case-by-case basis.

EXCEPTIONS TO INDIVIDUAL TRAINING ACCOUNTS:

Title 20 CFR Section 680.320 allows the use of contracts for training services other than Individual Training Accounts under certain circumstances. These circumstances include only one or more of the following:

- When the services provided are On-the-Job Training, customized training, incumbent worker training or transitional jobs;
- When the local Board determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITA's. In this event, the local Plan will describe the process to be used in selecting the providers under a contract for services. The process will include a public comment period for interested providers of at least 30 days;
- When the local Board determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve individuals with barriers to employment. The local Board will determine criteria to be used in determining demonstrated effectiveness as required in 20 CFR 680.320(a)(3);

- When the local Board determines that it would be most appropriate to contract with an institution of higher education or other eligible provider of training services to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract does not limit customer choice; and/or
- When the local Board is considering entering into a pay-for-performance contract consistent with the requirements of 20 CFR 683.510.

ACTION:

This policy replaces the previous version approved by the Board on **August 23, 2018**, and is effective on the date of approval by the Board. Please retain this policy until further notice.

INQUIRIES:

If you have questions, please contact the Executive Director at (559) 662-4589.



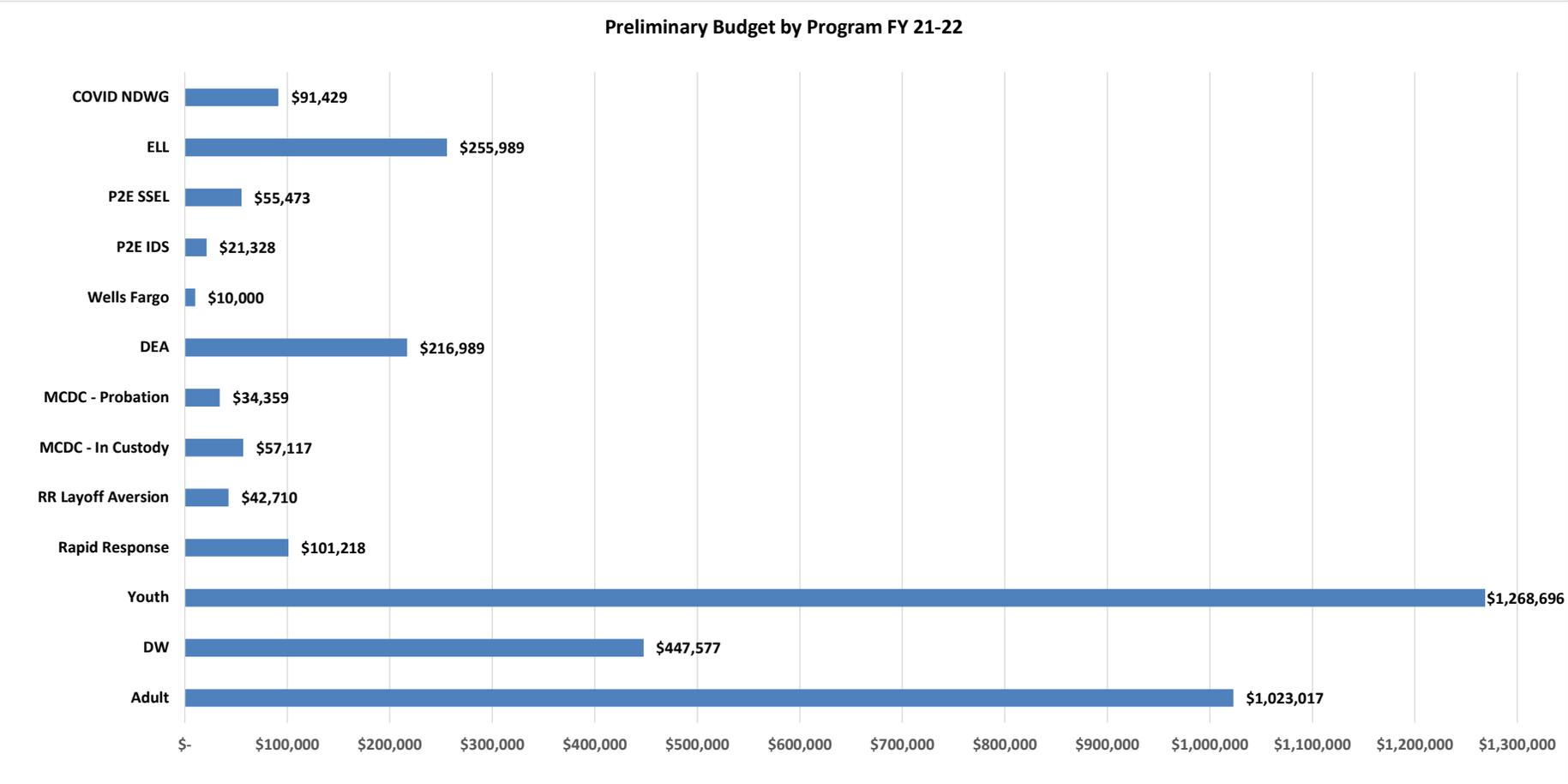
**Budget FY 2021-2022
Preliminary Budget
Estimate Pending Board
Approval 4/22/21**

AGENDA ITEM 7.1

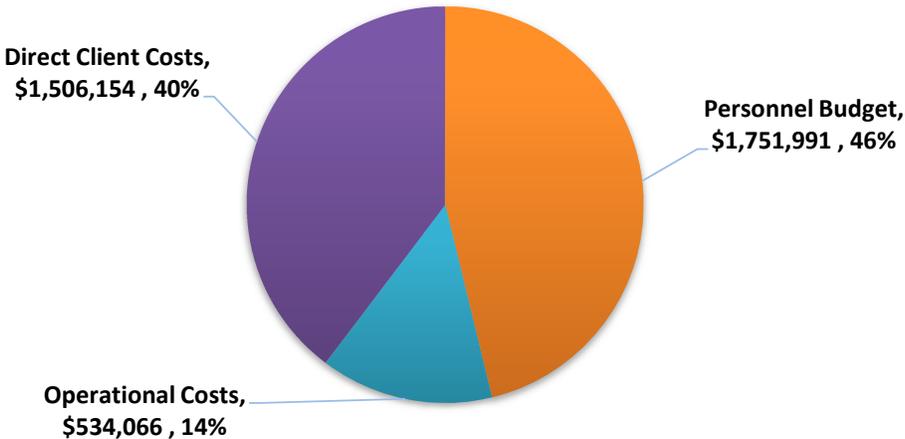
Revenue Source	Total	Adult	DW	Youth	Rapid Response	RR Layoff Aversion	MCDC - In Custody	MCDC - Probation	DEA	Wells Fargo	P2E IDS	P2E SSEL	ELL	COVID NDWG	Corp - Unrestricted	9911-AJCC 511	9911-AJCC 512	9911-AJCC 517	9911-AJCC 521	9911-AJCC 522	9911-AJCC 523
REVENUES																					
<i>Prior Year Restrictions</i>																					
WIOA 19-20 Carry-Into 20-21	\$ 1,640,000	\$ 500,000	\$ 400,000	\$ 430,000	\$ -	\$ -			\$ 130,000				\$ 180,000	\$ -							
Outstanding Obligations carrying into FY 2019-2020	\$ -																				
Local Contracts	\$ -																				
Foundation Grants	\$ 10,000									\$ 10,000											
Interest	\$ -																				
Contribution Income	\$ -																				
<i>Grants/Contracts</i>																					
WIOA Allocations PY 20-21 WSIN 19-45/20-04	\$ 2,531,830	\$ 925,557	\$ 555,021	\$ 936,517	\$ 92,725	\$ 22,010															
WIOA Allocations Revisions	\$ -																				
WIOA Allocations Revisions	\$ -																				
State Contracts	\$ -																				
Local Contracts	\$ 103,389							\$ 56,627	\$ 34,762			\$ -	\$ 12,000								
Transfer DW to Adult AA111014 PY 2020	\$ -	\$ -																			
Transfer DW to Adult AA111014 PY 2020	\$ -	\$ -																			
<i>Other revenue</i>																					
Subleases	\$ 189,746																				
Unrestricted	\$ 20,000														\$ 20,000	\$ 30,390	\$ 5,370	\$ 5,432	\$ 67,284	\$ 72,114	\$ 9,156
20-21 Grant/Contract Balances 2+YR Carry-over	\$ -																				
20-21 WIOA Formula Reserve 20% for FY 21-22	\$ (483,419)	\$ (185,111)	\$ (111,004)	\$ (187,303)																	
Total Revenue by Program/Function	\$ 4,011,546	\$ 1,240,446	\$ 844,017	\$ 1,179,214	\$ 92,725	\$ 22,010	\$ 56,627	\$ 34,762	\$ 130,000	\$ 10,000	\$ -	\$ 12,000	\$ 180,000	\$ -	\$ 20,000	\$ 30,390	\$ 5,370	\$ 5,432	\$ 67,284	\$ 72,114	\$ 9,156
EXPENSES																					
<i>Personnel</i>																					
Salaries/Wages	\$ 1,390,277	\$ 326,886	\$ 162,273	\$ 558,603	\$ 62,206	\$ 27,149	\$ 28,927	\$ 17,919	\$ 72,142	\$ -	\$ 13,319	\$ 22,016	\$ 63,410	\$ 27,625	\$ -	\$ 3,034	\$ 403	\$ 363	\$ 4,033	\$ -	\$ 613
Benefits	\$ 361,714	\$ 85,047	\$ 42,219	\$ 145,334	\$ 16,184	\$ 7,064	\$ 7,526	\$ 4,662	\$ 18,769	\$ -	\$ 3,465	\$ 5,728	\$ 16,498	\$ 7,187	\$ -	\$ 789	\$ 105	\$ 95	\$ 1,049	\$ -	\$ 160
Total Personnel	\$ 1,751,991	\$ 411,934	\$ 204,493	\$ 703,937	\$ 78,390	\$ 34,213	\$ 36,453	\$ 22,581	\$ 90,911	\$ -	\$ 16,784	\$ 27,744	\$ 79,908	\$ 34,813	\$ -	\$ 3,824	\$ 507	\$ 458	\$ 5,082	\$ -	\$ 773
<i>Other Than Personal Service (OTPS):</i>																					
<i>Direct Expenses</i>																					
Total Direct Expenses (OTPS)	\$ 1,506,154	\$ 440,151	\$ 183,669	\$ 360,067	\$ 5,473	\$ 560	\$ 11,147	\$ 5,978	\$ 105,189	\$ 10,000	\$ 73	\$ 20,296	\$ 157,564	\$ 49,510	\$ 3,295	\$ 19,937	\$ 4,862	\$ 4,250	\$ 44,680	\$ 72,114	\$ 7,339
<i>Allocated Expenses</i>																					
Total Allocated Expenses (OTPS)	\$ 534,066	\$ 170,932	\$ 59,415	\$ 204,692	\$ 17,355	\$ 7,938	\$ 9,517	\$ 5,801	\$ 20,889	\$ -	\$ 4,470	\$ 7,433	\$ 18,517	\$ 7,106	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses by Program/Function	\$ 3,792,211	\$ 1,023,017	\$ 447,577	\$ 1,268,696	\$ 101,218	\$ 42,710	\$ 57,117	\$ 34,359	\$ 216,989	\$ 10,000	\$ 21,328	\$ 55,473	\$ 255,989	\$ 91,429	\$ 3,295	\$ 23,761	\$ 5,370	\$ 4,708	\$ 49,763	\$ 72,114	\$ 8,112
Revenues Less Expenses	\$ 219,335	\$ 217,429	\$ 396,440	\$ (89,482)	\$ (8,493)	\$ (20,700)	\$ (490)	\$ 403	\$ (86,989)	\$ -	\$ (21,328)	\$ (43,473)	\$ (75,989)	\$ (91,429)	\$ 16,705	\$ 6,629	\$ 0	\$ 724	\$ 17,521	\$ 0	\$ 1,044

Notes:

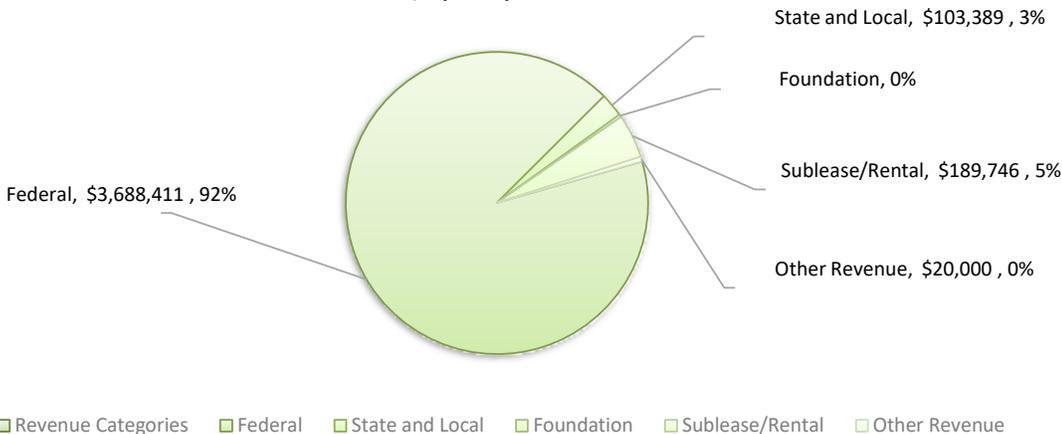
All FY 21-22 Allocations are estimates and based on flat-funding from prior year.
All FY 20-21 Carry-In is estimated and will be finalized upon year-end closeout in August.
Expenses are based on a normal operating year, not on operations conducted during pandemic.
Once closeout is completed, final budget will be presented to the Board.



MCWIC PRELIMINARY BUDGET BY CATEGORY FY 21-22



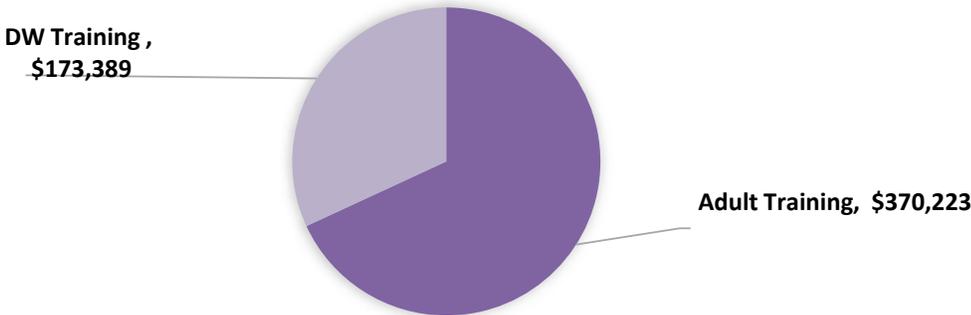
MCWIC REVENUE SOURCES FY 21-22
Total \$4,011,546



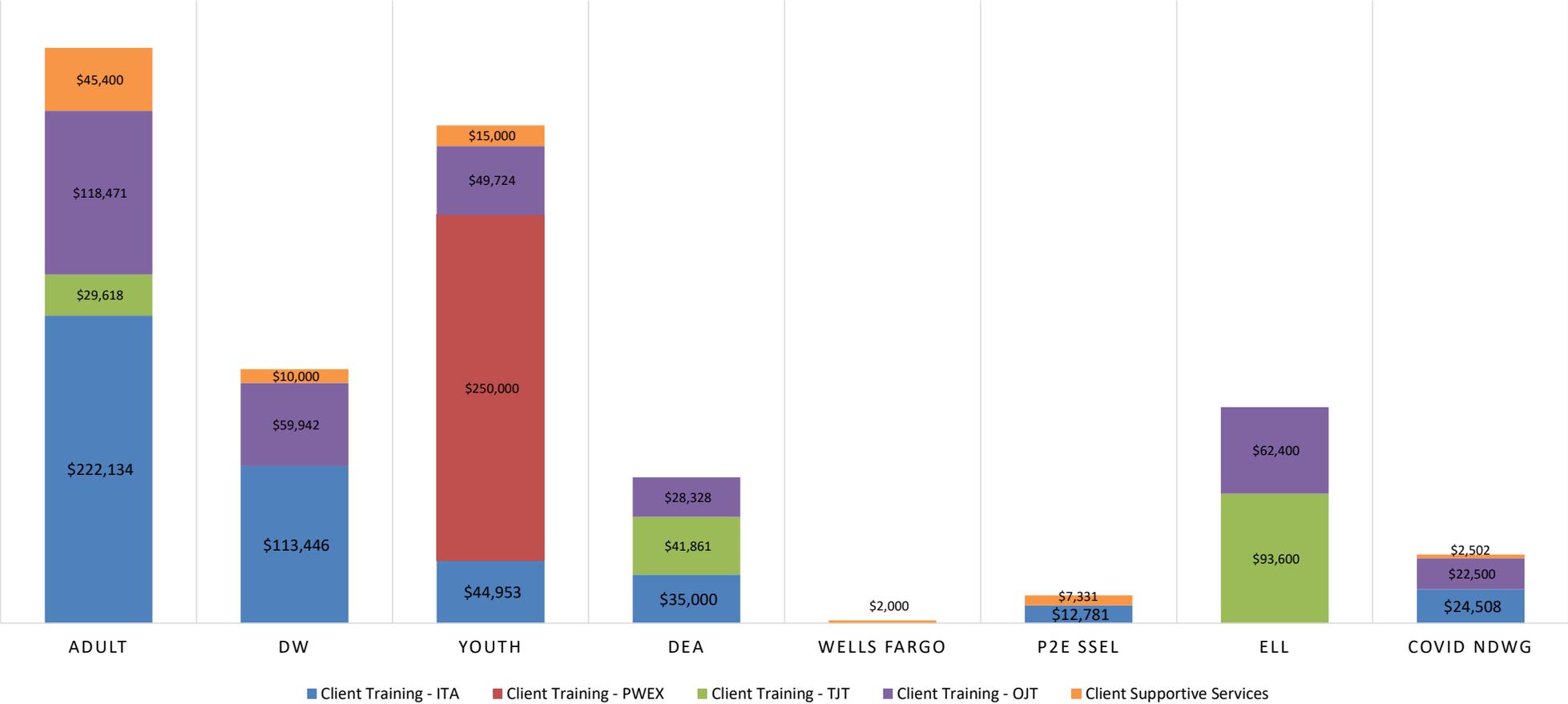
WIOA AB1149 TRAINING REQUIREMENT FY 21-22

AB1149 ADULT & DW TRAINING BUDGET \$392,361

30% REQUIRED: 27% DIRECT, 3% LEVERAGED



PRELIMINARY DIRECT CLIENT SERVICES BUDGET BY PROGRAM FY 21-22



ProPath, Inc
Workforce Management Consultants

**OneStop Operator Quarterly Report
 January 1, 2021, through March 31, 2021**

The Madera Workforce Assistance Center partnership meets monthly. The following agencies are invited to participate in each meeting, which are planned and facilitated by ProPath, Inc.

- State Center Adult Education Consortium
- Employment Development Department
- Reading and Beyond
- Department of Social Services
- Madera County Workforce Investment Corporation
- Madera Community College Center
- Central Valley Opportunity Center
- Housing Authority of Madera County
- Madera County Economic Development Commission
- California Indian Manpower Consortium, Inc.
- Madera Adult School
- Job Corps

Hallmark of Excellence – The AJCC provides integrated customer services:

The partnership conducted two separate training days during the month of February. These efforts provide an opportunity for public-facing staff to hear directly from other partners about their programs, services, and eligibility criteria. The training was well received by those staff who attended. However, greater participation by partners and increased attendance by staff would have provided greater results. The training materials and the recorded sessions were distributed via the shared Dropbox system for use for ongoing training efforts within the organizations.

The Center's focus continues to shift according to the need for services as they are expressed by the clients. The emphasis has been to try and help clients meet their family's basic needs such as housing, rent or utility assistance, food, health and wellness, and access other community services. One example of this shift in focus is the Agricultural Task Force Team, which is responding to the needs of the workers and families working in the agricultural sector. They shared information about community resources and about covid prevention. An education partner, realizing most of their calls from students were seeking wellness/behavioral health services, developed an online resource to help students gain easier access to the information and community resources:

www.SCAECLearns.org

Quarterly Report Continued

Page 2

Opportunities and Lessons

The partnership identified several opportunities and lessons learned during the last 12 months. That narrative list is as follows:

Opportunities Identified

The opportunity with the largest potential positive impact on the quality of client services and access is to be physically co-located again and striving to return to the level of service integration and coordination achieved prior to the pandemic. This is more difficult due to new telework opportunities offered by the partners to their staff.

We recognized the widening digital literacy among the clients that have come into the Center and the need to provide new and targeted workshops to minimize/remove this barrier. Additionally, we need to collectively work to strengthen and build a shared communication and outreach strategy using the variety of social media platforms that are available. One example of this type of outreach was the collaborative effort with the Department of Public Health, to serve underserved communities and supporting Camerena Health's mobile unit to the more rural communities of our County. That need continues to exist and should include a renewed effort, involving more partners, when people begin to feel safe meeting in-person again.

We have experienced improved communication between the Madera Adult School and the workforce staff, which are working to make connections with the new businesses that are coming into the Eastern Mountain region. We need to identify those businesses, what the workforce skills are and how the Adult School system in those areas responds with courses/curriculum to meet those needs.

There is a lot of unknowns about what businesses will jump-start the local economy's recovery and what the workforce needs, and employment opportunities will be. Currently, we are not able to fill existing job orders from our businesses and are starting to see them use staffing agencies. Inversely, the potential exceptionally large numbers of clients seeking employment may exceed the available employment opportunities. The Business Services team has tried several strategies to engage clients and businesses to match the job-seeker with the employment opportunity. They have had some minor successes and will continue to work with the businesses to provide a forum that works for both parties.

Lessons Learned:

There is a consensus among the partners that there is no returning to the old way of doing business. Instead, we need to look forward and continue to increase the variety, quality, and

Quarterly Report Continued

Page 3

accessibility of programs and services for those who are comfortable in a virtual setting and to strengthen and expand the in-person services for those who continue to experience the digital divide and discomfort with virtual services access. One such example is the roll-out of the online Essential Workforce Skills certificates. We would like to see more engagement by the partners in our efforts to provide these types of services and develop new workshop curriculum in both a virtual and in-person setting.

This isolation among Center partners revealed the need to be more engaged with each other and communicating on a regular and ongoing basis. This will help all partners retain the focus on who we serve, what their needs are, and to strive together toward what we are trying to accomplish for the job seeker and business customer.



Agenda Item 8.1

Consent

Action

Information

To: Workforce Development Board of Madera County

From: Tracie Scott-Contreras, Executive Director

Date: June 17, 2021

Subject: MCWIC Update

Information:

The agenda for the May 27, 2021 meeting and the minutes for the March 25, 2021 and April 22, 2021 meetings of the Madera County Workforce Investment Corporation Board are attached for the Board's review.

Financing:

Workforce Innovation and Opportunity Act



MEETING

May 27, 2021

3:00 p.m.

Members of the Board will meet in person at the
Workforce Assistance Center
2037 W. Cleveland Avenue, Madera, CA 93637, 559-662-4589

Members of the public can participate via Zoom at the following link and call-in phone number:

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 also be available via conference call and can be accessed as follows:

Join Zoom Meeting: [https://us02web.zoom.us/j/81999204075?pwd=TDh2T0t0Sml3SEU1K2NjYjFhZjEtdz09](https://us02web.zoom.us/j/81999204075?pwd=TDh2T0t0Sml3SEU1K2NjYjFhZjEtdz09;);

Please call: 1 (669) 900-9128; Meeting ID: 819 9920 4075; Password: 945567.

The public may participate in the meeting as otherwise permitted under the Brown Act by calling into the number above.

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 Madera County Workforce Investment Corporation, 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; CRS 711; Fax 559/673-1794.

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

ELECTRONIC MEETING INSTRUCTIONS

The Madera County Workforce Investment Corporation uses Zoom as the tool to facilitate electronic meetings. Our desire is to ensure orderly Zoom meetings and to help attendees have confidence in how the meeting will be facilitated and that all members and public will be effectively heard. The following instructions provide consistent methods that will lead us to realizing that desire.

- We highly recommend use of the Zoom client app, as this tool greatly enhances the attendee's experience and provides readily accessible controls.
- Remain muted until speaking and mute again when finished speaking.
- Ensure your name shows on your connection.
- Votes will be facilitated with a roll call.
- When connecting to Zoom, if using the phone is preferred over computer audio, we request you connect to the Zoom meeting first and then choose Phone for the preferred audio connection. Input the meeting and participant IDs to relate your phone audio to your Zoom connection.
- Please avoid having both computer audio and phone audio activated as this can cause sound problems.
- If connecting via phone only, *6 will toggle mute/unmute.
- Public comments will only be taken when a hand is raised. On the phone-only connection, *9 raises the hand. You must be recognized by the presiding officer of the meeting before speaking.



MADERA COUNTY WORKFORCE INVESTMENT CORPORATION

A G E N D A

May 27, 2021
3:00 p.m.

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.

4.0 Introductions and Recognitions

5.0 Adoption of Board Agenda

6.0 Consent Calendar

- 6.1 Consideration of approval of the April 22, 2021 Madera County Workforce Investment Corporation (MCWIC) meeting minutes.

7.0 Action Items

- 7.1 Consideration of approval of the MCWIC year-to-date financial reports for period ending March 31, 2021.
- 7.2 Consideration of approval of the revised Deputy Director job description to include language pertaining to human resources (HR) duties.

8.0 Information Items

- 8.1 Workforce Development Board (WDB) of Madera County Update
- 8.2 Program Update
- 8.3 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County
- 8.4 Executive Director End of Year Goals Update
- 8.5 Executive Director Evaluation Update
- 8.6 MCWIC 2021-22 Meeting Calendar

9.0 Written Communication

- 9.1 Madera WDB Career Services Provider

10.0 Open Discussion/Reports/Information

- 10.1 Board Members
- 10.2 Staff

11.0 Next Meeting

June 24, 2021

12.0 Adjournment



MINUTES

April 22, 2021

*Convened at Madera County Workforce Assistance Center – in person and via Teleconference
2037 W. Cleveland Avenue, Madera, CA 93637*

Zoom Meeting: <https://us02web.zoom.us/j/81999204075?pwd=TDh2T0t0Sml3SEU1K2NJcFhFaEtndz09;>
Meeting ID: 819 9920 4075; **Password:** 819 9920 4075; **Phone:** (669) 900-9128

PRESENT: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Roger Leach, Tim Riche

ABSENT: Ramona Davie

GUEST:

STAFF: Maiknue Vang, Nicki Martin, Tracie Scott-Contreras

1.0 Call to Order

Meeting called to order at 3:07 p.m. by Chair Debi Bray.

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

Roger Leach moved to adopt the agenda, seconded by Gabriel Mejia.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Roger Leach, Tim Riche

6.0 Consent Calendar

6.1 Consideration of approval of the March 25, 2021 Madera County Workforce Investment Corporation (MCWIC) meeting minutes.

Tim Riche moved to approve, seconded by Mike Farmer.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Roger Leach, Tim Riche

7.0 Action Items

7.1 Consideration of approval of the MCWIC year-to-date financial reports for period ending February 28, 2021.

There has been a slight increase of foot traffic into the Center. Employment Development Department (EDD) will start having itinerant staff in the Center in May. There will be 1 EDD staff member in the Center each day. Expenditures have been low due to the lower numbers of people coming in for services. There has been a slight increase to

dislocated workers coming to the Center. Workforce will have an adequate amount of funds at the beginning of the next fiscal year.

Roger Leach moved to approve, seconded by Tim Riche.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Roger Leach, Tim Riche

7.2 Consideration of approval of the preliminary 2021-22 budget.

Official funding allocation information has not been provided by the State. The preliminary budget presented is based on flat-funding and existing grant funds that will run into the 2021-22 year. There was savings to facility costs due to P. Steve Ramirez increasing their footprint in the building. They may expand further in future. EDD also wants to expand their footprint. This will provide further facility savings to Workforce. The preliminary budget is very similar to the previous budget. Workforce will be in good shape unless there are unexpected cuts to the allocations. There have been no further issues with maintenance fees. There will be savings for janitorial services when the new vendor starts. Workforce also received COVID tax credits. Staff are anticipating some staffing changes. A Career Specialist resigned and a recruitment is being held for a replacement. There are currently 2 vacant positions – 1 up front and the Career Specialist. Staff anticipate that a member of management may retire in the upcoming months.

Mattie Mendez moved to approve the budget as presented, seconded by Roby Smith.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Roger Leach, Tim Riche

7.3 Consideration of approval of the revised Employee Handbook to remove Parental Leave, add the California Family Rights Act (CFRA) Leave, and revise the Crime Victims Leave as required by recent State legislation.

Revisions were made to the employee handbook to include removing the parental leave that is replaced by CFRA leave. Previously, MCWIC did not meet the business size requirements for CFRA and used parental leave. CFRA is now replacing parental leave. CFRA also lowered the threshold for business staffing size. Crime Victims Leave was revised after a change in the State legislation.

Roger Leach moved to approve, seconded by Gabriel Mejia.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Roger Leach, Tim Riche

8.0 Information Items

8.1 Workforce Development Board (WDB) of Madera County Update

Information provided within the agenda packet. The WDB approved the Regional and Local workforce plans. They are on the Madera County Board of Supervisors meeting agenda for approval in May.

8.2 Program Update

Information provided within the agenda packet. A job site has been identified for the Wildfires Emergency Response National Dislocated Worker Grant (NDWG). The Forrest Service will use one of their contracted agencies for the work site. Once the worksite is accessible to Workforce, the State will release the funds and staff can begin recruiting for participants. Participants would be people affected directly by the Creek fire. Mattie Mendez stated that the Community Action Partnership of Madera County (CAPMC) still has funds for victims of the Creek fire. Tim Riche suggested that CAPMC contact the Linkage Foundation for ways to help deliver funds to those affected by the fire. MCWIC was recently invited to participate on the Juvenile Justice Coordinating Committee to establish a plan for juvenile justice realignment. Previously in 2012, there was a push to reduce the individuals in the State prison institutions. This was done by realigning the lower-level offenses to remain in the county where they resided. This causes increased populations in the jails and increasing probation case loads while decreasing the State prison population. The State is now using the same process to realign the juvenile population. The Stockton juvenile facility is going to be closed. There are approximately 5 or 6 juveniles that will be sent back to Madera County from the Stockton facility. A plan for housing and program will need to be created.

8.3 Local and Regional Plans Update

Information provided within the agenda packet. The WDB approved the Regional and Local plans on April 15, 2021. Both plans are posted on the WDB website. The plans are on the Board of Supervisors meeting agenda for approval on May 4, 2021.

8.4 One Stop Operator Request for Proposals Update

Information provided within the agenda packet. The current One Stop Operator (OSO) did not bid. A new vendor was selected and approved by the WDB. The OSO will begin services for the sub region on July 1, 2021. The subregion workforce areas include of Kings County, the MCWIC, Merced County, San Joaquin County and Stanislaus County.

8.5 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County

Information provided within the agenda packet. UI is higher than anticipated but may be due to the agriculture sector. There are still a significant number of people affected by the pandemic. Schools are still not back to in-person teaching. This affects unemployment as well as some parents must stay home with their school-aged children.

9.0 Written Communication

None.

10.0 Open Discussion/Reports/Information

10.1 Board Members

- *Debi Bray thanked Tracie for helping staff work through the COVID restrictions.*
- *Mattie Mendez shared that April is Child Abuse Prevention month. A moment of silence will be held on April 23, 2021 at 10:00 a.m. An Honoring Victims of Crime virtual event is scheduled to take place on April 23, 2021. Denim Day is scheduled for April 28, 2021*

10.2 Staff

- *Tracie Scott-Contreras: The Workforce Development Board was notified by the California Workforce Development Board that their application to act as the Career Services Provider for Madera County was approved.*
- *Maiknue Vang: a staff appreciation breakfast was held on March 25, 2021. Debi Bray, Brett Frazier and Mattie Mendez joined a virtual meeting with MCWIC staff before staff enjoyed their breakfast. Staff were able to use unrestricted funds from points earned with the credit card account to pay for the meal. Maiknue expressed her appreciation for Tracie's efforts in keeping the Center open and staff working throughout the pandemic.*

11.0 Next Meeting

May 27, 2021

12.0 Adjournment

Roger Leach moved to adjourn the meeting at 3:59 p.m., seconded by Tim Riche.



MADERA COUNTY WORKFORCE INVESTMENT CORPORATION

MINUTES

March 25, 2021

**Convened at Madera County Workforce Assistance Center – via Teleconference
2037 W. Cleveland Avenue, Madera, CA 93637**

Zoom Meeting: <https://us02web.zoom.us/j/81999204075?pwd=TDh2T0t0Sml3SEU1K2NJcFhFaEtndz09;>
Meeting ID: 819 9920 4075; **Password:** 819 9920 4075; **Phone:** (669) 900-9128

PRESENT: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Tim Riche

ABSENT: Ramona Davie, Roger Leach

GUEST:

STAFF: Jessica Roche, Maiknue Vang, Tracie Scott-Contreras

1.0 Call to Order

Meeting called to order at 3:05 by Chair Debi Bray

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

Mike Fursman moved to adopt the agenda, seconded by Tim Riche.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Tim Riche

6.0 Consent Calendar

6.1 Consideration of approval of the February 25, 2021 Madera County Workforce Investment Corporation (MCWIC) meeting minutes.

Mattie Mendez moved to approve, seconded by Robyn Smith.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Tim Riche

7.0 Action Items

7.1 Consideration of approval of the MCWIC year-to-date financial reports for periods ending December 31, 2020 and January 31, 2021.

Staff shared that operational costs are in line with budget, as operations have continued throughout the pandemic. There have been some salary savings due to the tax credits provided for COVID related leave

under the Federal CARES Act. Participant expenditures are lower than normal, due to the lower number of customers accessing services throughout the first 7 months of the fiscal year as a result of the pandemic and public health lock-downs and stay at home orders. Customer numbers are beginning to increase and staff anticipates that as conditions improve and the community reopens, we will see increased customer traffic into the Center. Employment Development Department (EDD) has also issued a notification that the 80% obligation/expenditure requirement will be waived for formula funds for this program year, allowing us to carry over unexpended funds into the next program year.

Robyn Smith moved to approve, seconded by Mike Farmer.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Tim Riche

7.2 Consideration of approval of selection of Janitorial Services company

MCWIC has used the same company for facility custodial services for the last several years. Since we are primarily Federally-funded, services must be re-procured periodically to insure that the organization is getting the best value for the dollars expended. Jessica Roche, the Controller, recently requested quotes for janitorial services from several companies in the region. The quotes are being presented to the Board with a recommendation from staff that Vendor #2 on the quote spreadsheet be selected to provide custodial services for the next three years, with the option for two one-year extensions, if appropriate. Mattie Mendez inquired as to the location of the recommended Vendor. The recommended Vendor is located in Fresno County, but will use a local team of workers to service our facility.

Mattie Mendez moved to approve, seconded by Robyn Smith.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Robyn Smith, Tim Riche

8.0 Information Items

8.1 Workforce Development Board (WDB) of Madera County Update

Information provided within the agenda packet.

8.2 Program Update

Information provided within the agenda packet.

8.3 Budget Update

Information provided within the agenda packet.

8.4 Local and Regional Plans Update

Information provided within the agenda packet.

8.5 One Stop Operator Request for Proposals Update

Information provided within the agenda packet.

8.6 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County

Information provided within the agenda packet.

8.7 Form 700

Information provided within the agenda packet.

8.8 Facility Costs and Leased Space Update

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 22, 2021

12.0 Adjournment

Gabriel Mejia moved to adjourn the meeting at 3:50, seconded by Robyn Smith.



**WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY**

Agenda Item 8.2

Consent Action Information

To: Workforce Development Board of Madera County
From: Tracie Scott-Contreras, Executive Director
Date: June 17, 2021
Subject: Program Update

Information:

We have identified a potential work site for the Wildfires Emergency Response National Dislocated Worker Grant (NDWG). We are gathering more site information from the USDA Forest Service to submit to the State for approval. We are ready to recruit individuals who have been dislocated (due to the fire or for other reasons), long term unemployed (15 + weeks), or unemployed/underemployed self-employed individuals as the result of the disaster. These funds will support temporary jobs working on recovery and cleanup efforts in the areas of Madera County impacted by the Creek Fire. This initial round of funding will pay for wages, other payroll costs, and worker’s compensation coverage for approximately 15 temporary jobs for 480 hours at an hourly wage of up to \$18 per hour.

We have fully expended our COVID-19 Supportive Services funds and are making referrals to Worknet Merced County Workforce Development Board to provide additional supportive services specific to COVID.

We have been notified that the Veteran’s Employment Assistance Program grant application submitted by the Stanislaus Workforce organization on behalf of Stanislaus, Merced, and Madera Workforce Boards has been awarded. We anticipate receiving a portion of the grant funding soon to support training for Veterans.

We also anticipate receiving approximately \$25,000 from the Madera County Probation Department to provide services to their customers at probation office locations throughout the County. Anticipated start date of this project is July 1.

Fiscal information outlining expenditures and obligations is attached for the Board’s review.

WIOA Formula Funds

• **Adult:**

Budget: \$1,126,464.00

Budget term: 7/1/2020 - 6/30/2021

Scope: Provide employment, training, and supportive service assistance for eligible adult participants.

of Participants Enrolled: 334

• **Dislocated Worker (DW):**

Budget: \$551,079

Budget term: 7/1/2020 - 6/30/2021

Scope: Provide employment, training, and supportive service assistance for individuals who

have been laid off due to a company downsize or closure.

of Participants Enrolled: 31

- **Rapid Response (RR) & Layoff Aversion (LOA):**

Budget: \$143,321

Budget term: 7/1/2020 – 6/30/2021

Scope: Provide timely and effective response to potential layoffs and business closures as well as enable affected workers to return to work as quickly as possible following a layoff.

- **Youth Formula:**

Budget: \$1,232,004

Budget term: 7/1/2020 – 6/30/2021

Scope: Provide out-of-school youth between the ages of 18-24 with employment, training, and supportive service assistance.

of Participants Enrolled: 103

Special Grants/Projects

- **CCP/AB109:**

Grant award: \$56,627 In-Custody
\$34,762 Post-Release

Grant term: 7/1/2020 - 6/30/2021

Scope: Provide a 4-week workshop for In-Custody Pre-Release customers at Department of Corrections and facilitate periodic job fairs inside the facility. Additionally, provide a 3-hour group Orientation and CalJOBS system registration workshop to Post-Release individuals four times a month at the Center as well as coordinate monthly resource fairs with Probation at the Center.

of Participants to be Served: Open

of Participants Enrolled: **34 referred in-custody, 26 completed
41 referred post release, 9 WIOA enrolled, 3 pending eligibility**

- **COVID-19 Employment Recovery National Dislocated Worker Grant (NDWG)**

Grant award: \$90,000

Grant term: 4/10/2020 - 3/31/2022

Scope: Provide additional funding for staffing and include training funds for new dislocated workers impacted by closures or lay-offs due to the COVID-19 pandemic.

of Participants to be Served: 20

of Participants Enrolled: **24**

- **COVID-19 Supportive Services (SS)**

Grant award: \$17,000

Grant term: 3/1/2020 - 12/31/2020

Scope: Provide additional supportive services for individuals who have been laid off due to COVID-19, have experienced a reduction in hours/pay due to COVID-19, or are unable to work for COVID-19 related reasons.

of Participants to be Served: 50

of Participants Enrolled: **13** (grant #1187) and **14** (grant #2051)

- **Disability Employment Accelerator (DEA):**

Grant award: \$300,000

Grant term: 4/1/2019 – 12/31/2021

Scope: Increase and retain long-term employment for PWD who have graduated or are on track to graduate from college. Camarena Health, CAPMC, and Exact Staff will become worksites for work-based learning activities that lead to gainful employment. Worksite agreements will outline specific information regarding skill gaps and development of skills in the areas of highest need.

of Participants to be Served: 50

of Participants Enrolled: 14

• **English Language Learners Pathways to Careers (ELL):**

Grant award: \$300,000

Grant term: 6/1/2020 – 3/31/2022

Scope: Increase services to ELLs with a focus on work-based learning opportunities and attainment of industry-recognized credentials.

of Participants to be Served: 100

of Participants Served: 103

of Participants Enrolled: 36

• **Prison to Employment (P2E) – Individual Direct Service (IDS):**

Grant award: \$56,249.00

Grant lead: San Joaquin County

Grant term: 9/1/19 – 3/31/2022

Scope: Funding to provide Individual Direct Services to formerly incarcerated and other justice involved individuals.

of Participants to be Served: 4

of Participants Enrolled: 38

• **Prison to Employment (P2E) – Supportive Service and Earn and Learn (SSEL):**

Grant award: \$100,289.00

Grant Lead: San Joaquin County

Grant term: 9/1/19 to 3/31/2022

Scope: Funding to provide Supportive Service and Earn and Learn activities to formerly incarcerated and other justice involved individuals.

of participants to be Served: 9

of participants Enrolled: 27

• **Ticket-to-Work:**

Scope: Provide employment and training support to SSI/SSDI beneficiaries.

Ticket Payments Received 7/1/2020 – 04/30/2021: \$25,638

of Tickets Assigned: 19

• **Wells Fargo:**

Grant award: \$10,000

Grant term: 7/2020 until expended

Scope: Contract for a virtual platform to expand workshop offerings to customers. Funds will also be used to purchase 5 chrome books to provide to customers who need them to participate in education, training, or other workforce activities.

of Participants to be Served: Open

Enrollment numbers reported through **5/31/2021**

Financing:

Workforce Innovation and Opportunity Act



**WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY**

Agenda Item 8.3

Consent

Action

Information

To: Workforce Development Board of Madera County

From: Tracie Scott-Contreras, Executive Director

Date: June 17, 2021

Subject: UI Claim Information

Information:

The most recent data on UI Claims for the period from ending April 3, 2021 through June 5, 2021 for Madera County is attached.

Financing:

Workforce Innovation and Opportunity Act

California Unemployment Industry & Demographics Data Dashboard

(Dashboard appears better when viewed in full screen mode. Click the icon in the bottom right-hand corner of screen next to download icon.)

- About This Tool
- County Claims
- County Demographics
- County Industry
- Statewide Demographics
- Statewide Industry

Weekly Initial Claims by County

County	April 2021 (Week Ending)				May 2021 (Week Ending)				June 2021 (Week Ending)	
	3	10	17	24	1	8	15	22	29	5
Madera	580	668	587	585	501	498	479	516	488	321

- Claim Type
- UI Claims
 - PUA Claims

County
Madera

Claims by Date
Multiple values



Agenda Item 8.4

Consent

Action

Information

To: Workforce Development Board of Madera County

From: Tracie Scott-Contreras, Executive Director

Date: June 17, 2021

Subject: WDB 2021-22 Meeting Calendar

Information:

The WDB meeting calendar for the 2021-22 fiscal year is being provided to the Board.

Financing:

Workforce Innovation and Opportunity Act



2021 - 2022

WDB BOARD MEETINGS

Meeting Location:
Workforce Assistance Center
2037 W. Cleveland Avenue
Madera, CA 93637
559-662-4589

Workforce Development Board meets every other month: 3 rd Thursday of the month @ 3:00 p.m.
August 19, 2021
October 21, 2021
December 16, 2021
February 17, 2022
April 21, 2022
June 16, 2022



Agenda Item 8.5

Consent

Action

Information

To: Workforce Development Board of Madera County

From: Tracie Scott-Contreras, Executive Director

Date: June 17, 2021

Subject: After the Storm Report

Information:

The attached report, developed by Burning Glass, was the topic of a plenary session at the California Workforce Association's conference in May. It contains valuable information regarding the jobs and skills that will drive the post-pandemic recovery. I am sharing it for the Board's review.

Financing:

Workforce Innovation and Opportunity Act

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4. The Logistics Economy	pg 16
5. The Green Economy	pg 19
6. The Remote Economy	pg 22
7. The Automated Economy	pg 24
8. Implications	pg 27
9. Methodology	pg 29
10. Appendix	pg 30

By Matthew Sigelman, Scott Bittle, Nyerere Hodge, Layla O’Kane, and Bledi Taska,
with Joshua Bodner, Julia Nitschke, and Rucha Vankudre

1

Executive Summary

The recession left in the wake of the COVID-19 pandemic is unprecedented. The changes have been so profound that fundamental patterns of how we work, produce, move, and sell will never be the same.

If the U.S. is going to have a recovery that not only brings the economy back to where it was but also ensures a more equitable future, it is crucial to understand what jobs and skills are likely to drive the recovery. How will the new economic patterns be translated into specific roles and skills for workers? How can workers, training institutions, and employers anticipate what will be needed?

In this report, Burning Glass Technologies uses our database of more than 1 billion current and historical job postings, along with the best available expert views, to anticipate what jobs will be most important in the post-pandemic labor market.

- We project these roles will account for 15.5 million to 18 million new jobs created over the next five years.
- These jobs represent significant fractions of the labor market: currently 13% of demand and 10% of employment, but in addition they are important inflection points for the economy. A shortage of talent in these fields could set back broader recovery if organizations can't cope with these demands.
- Jobs in these new "economies" are projected to grow at almost double the rate of the job market overall (15% vs. 8%).
- Together, these five growth engines will come to comprise one in six jobs by 2026 (16%).
- These jobs pay well, with the median salary for all five economies at roughly \$59,000 per year, 34% above the national median.
- Growth in these economies outperformed the overall economy at the height of COVID-19. Between March and September 2020, job postings in these economies were up 11% even as the overall market fell -12%.

We identified five distinct fields that will shape the recovery:

The Readiness Economy

The pandemic has shown the weaknesses in health care, cybersecurity, insurance, and a range of other fields that provide social resilience. Roles like cybersecurity experts and software engineers will be in demand, but so will project managers and other organizers of work.

The Logistics Economy

Anyone who tried to buy a roll of toilet paper in the spring of 2020 knows how supply chains failed under the sudden new demands of the pandemic. Besides new demand for advanced logistics skills, there will likely also be growth in advanced manufacturing, and the Internet of Things will become more critical to creating chains that are both efficient and resilient.

The Green Economy

Even before the Biden administration's new emphasis on climate policy, the nation's energy system was slowly but steadily shifting to renewables. Ambitious climate goals and incentives are likely to speed the shift.

The Remote Economy

In at least some fields and roles, the shift to remote work forced by the pandemic is likely to be permanent. A growing dependence on data, software, and networks will drive change, while eventually artificial and virtual reality will play a larger role.

The Automated Economy

The pandemic won't slow down the adoption of automation and artificial intelligence—if anything it will accelerate the trend. Employers will prioritize automation over hiring back low-value workers. Jobs developing—and driving—automation will thrive.

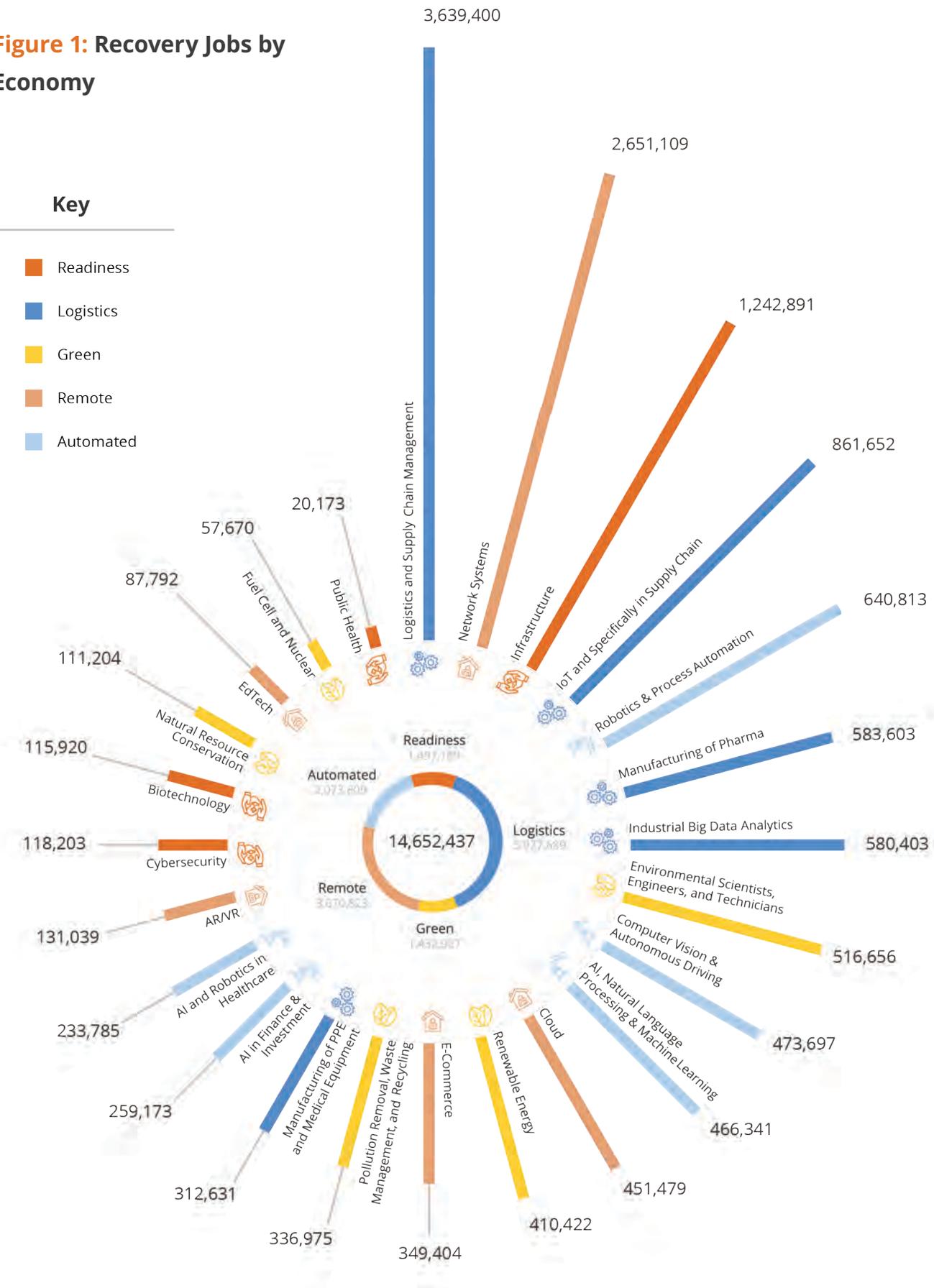
Table 1: Current and Projected Recovery Jobs

Economy	Demand	% of US Demand	Employment	% of US Employment	Median Salary	Pre-COVID Growth (FY2014-FY2019)	COVID Growth (Mar-Sep 2020)
Readiness	508,278	1%	1,497,187	1%	\$58,817	45%	-31%
Logistics	1,646,509	4%	5,977,689	4%	\$52,700	16%	18%
Green	250,724	1%	1,432,927	1%	\$52,639	48%	-21%
Remote	1,605,364	4%	3,670,823	2%	\$66,058	65%	36%
Automated	828,784	2%	2,073,809	1%	\$60,406	131%	-22%
Overall	4,839,659	13%	14,625,435	10%	\$59,090	48%	11%

Note: The sum of the percent of demand and employment may not equal the overall percent due to rounding.

Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

Figure 1: Recovery Jobs by Economy



2

Introduction

Pandemics end. Economies recover. The economists may argue over which letter the recovery will look like on the graph—a U, a V, a W, or a K—but inevitably the last leg will point upward.

In every recovery, however, some jobs—and some workers—lead the way, while others are left behind. Who leads and who lags rests on choices by government, business, and education. Policy choices can keep some workers from falling too far behind. The training investments a company makes can drive the future-readiness of its workforce. And the new programs launched by colleges and universities can both assure opportunity for graduates and enrollment growth for institutions. Decisions can also ensure that the economy doesn't fall short in having sufficient talent in critical areas, becoming bottlenecks to broader recovery.

In this report, Burning Glass Technologies projects which jobs and which skills will lead the way as the economy recovers from the COVID-19 pandemic. We have reviewed what experts and employers are saying and analyzed the Burning Glass database

of more than a billion current and historical job postings, reflecting the skills employers demand in the real world.

Overall, we project that a range of 15.5 million to 18 million new jobs created over the next five years will be at the center of the recovery. The economic energy this represents is exciting but this also has the potential to be a seismic labor market shift. Both the roles and the skills underlying those roles are likely to be different from the ones that drove prosperity before the pandemic, raising the potential for significant mismatch between the current workforce and the workforce needed for the decade ahead.

The skills underlying jobs have been in tremendous flux for years, much more so than the jobs themselves. New occupations do arise: No one had heard of a mobile app developer before the iPhone was invented. But research based on job postings has shown the skills required in many common jobs has changed up to 40% over the past decade, a change that is driven by technological advancement.¹ These include

¹ Deming, David and Noray, Kadeem, "STEM Careers and the Changing Skill Requirements of Work," National Bureau of Economic Research, <https://www.nber.org/papers/w26680>

roles like mechanical drafters, pharmacists, and actuaries; jobs that many would consider staid and stable but in fact are being reshaped significantly.

The pandemic’s impact is already visible in the skills requested in job postings. The skills cited below have seen dramatic relative shifts in demand in job postings over the past year.

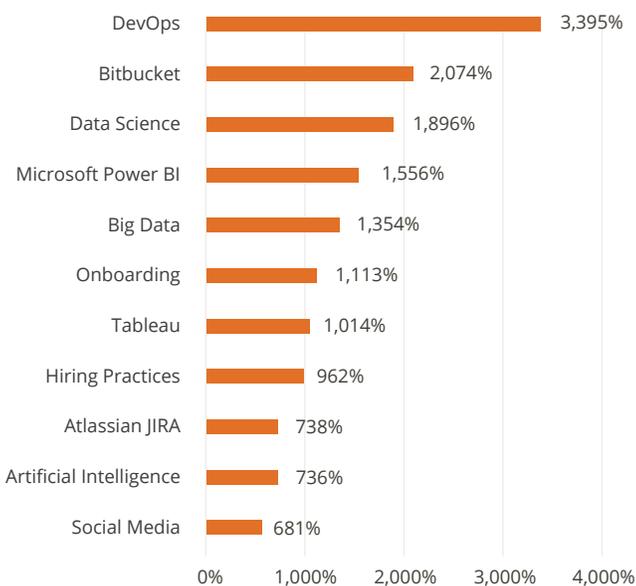
You can see employers desperately seeking skills to cope with the pandemic (PPE, Videoconferencing, Cleaning). Sales Management becomes critical when all your sales are handled remotely. Other skills are more specialized: Range of motion, for example, refers to physical therapist openings.

Some of these shifts may stick beyond the pandemic, while others probably won’t. If you look over the past 10 years, the relative shifts in skill demand start to show how emerging technologies recast the economy.

Over the past decade, you can see the disruptive skills that drive fundamental change. All this underscores that understanding what is being reshaped may be more useful than identifying what is “new.”

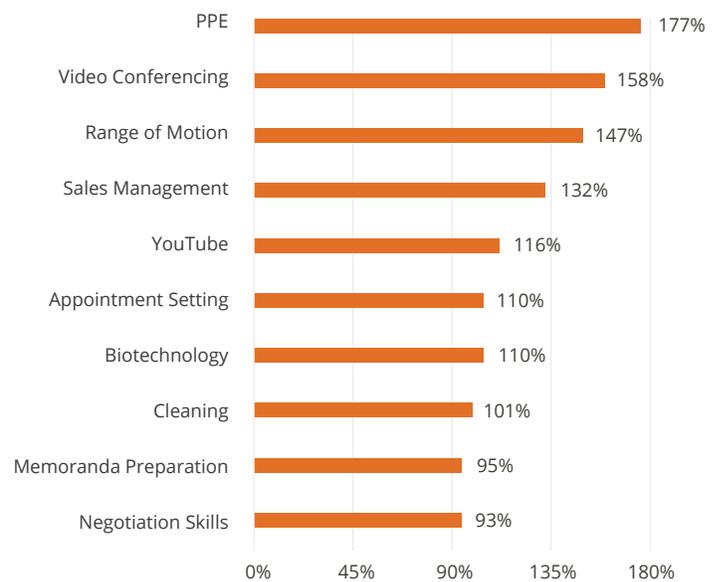
The blow to employment has been extreme because of the singular nature of the COVID-19 crisis, which is both a natural disaster and a recession. At depths of the crisis in May, job postings were down by half compared to the same period in 2019. Even in December 2020 postings were 39% below 2019 levels.

Figure 2: Largest Relative Shifts in Skill Demand, 2010-2020



Source: Burning Glass Technologies job posting data.

Figure 3: Largest Relative Shifts in Skill Demand, 2019-2020



Source: Burning Glass Technologies job posting data.

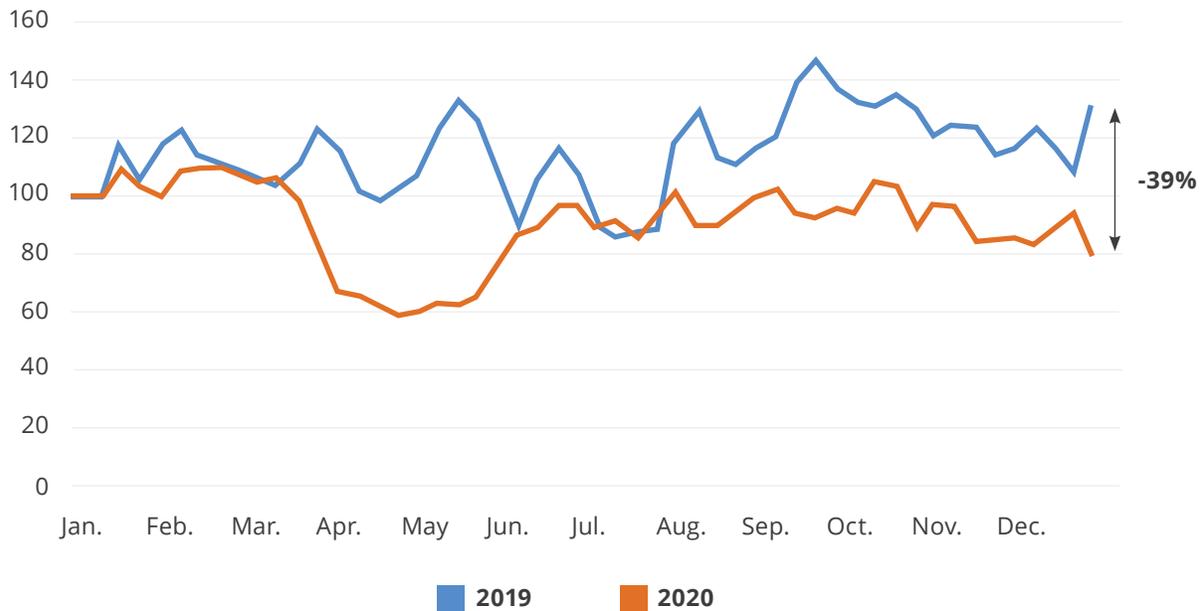
The dual nature of the crisis will also shape the recovery. Natural disasters force society to rebuild; there is no choice. But recessions force businesses to rethink. Employers will want to make sure they avoid making the same mistakes again. They reconsider how to be more efficient, how many workers they really need and at what cost, and how far technology can enhance or replace human labor. This rethinking has been one factor behind the “jobless recoveries” from the past few recessions.^{2,3}

This combination of disaster-and-recession is why the pandemic has been often called a “black elephant,” a term coined by the environmentalist Adam Sweidan. The phrase is a cross between a “black swan,” an

unlikely event with major consequences, and the “elephant in the room,” or a problem that everyone knows about but no one wants to discuss.

The pandemic has made the cost of a “black elephant” event painfully apparent. One of the most striking lessons from the pandemic has been how difficult a black elephant is to contain to one field. Pulling on one thread unravels so many others. Most people would assume a pandemic would strain the health care system, but not that it would overload the supply chains for groceries and toilet paper, alter commuting and working patterns (possibly forever), and upend the educational system. All of that changes the skills required across many fields.

Figure 4: US Job Postings Index: 2019 vs. 2020



Source: Burning Glass Technologies job posting data.

2 Forsythe, Eliza, Lisa B. Kahn, Fabian Lange, and David Wiczer. “Labor demand in the time of COVID-19: Evidence from vacancy postings and UI claims.” *Journal of public economics* 189 (2020): 104238.

3 Natalia A. Kolesnikova, Yang Liu,, “Jobless Recoveries: Causes and Consequences” Federal Reserve Bank of St. Louis, April 2011, <https://www.stlouisfed.org/publications/regional-economist/april-2011/jobless-recoveries-causes-and-consequences>

The pandemic is accelerating the technological trends that were already changing the future of work:

- Automation, as technology creates new ways of doing work that once required human intervention;
- Digitalization, in which a greater proportion of jobs now require digital skills – for example, 8 in 10 middle-skill jobs now ask for digital skills;⁴
- Hybridization, where jobs combine skill sets that formerly did not travel together – for example, marketing managers now need to program databases while mobile app developers need to understand content and design as well as programming.⁵

The Five Economies

These trends will drive the economy in five distinct, but interrelated and transformative directions:

The Readiness Economy

The pandemic has brought into high focus our state of health care readiness. But it has also exposed flaws in our infrastructure, cybersecurity, insurance, and a range of other fields that provide social resilience. Roles like cybersecurity experts and engineers will be in demand, but so will

project managers and other organizers of work.

The Logistics Economy

Many of the fundamental concepts behind our supply chains, such as global sourcing and “just-in-time” manufacturing, buckled under the pressure of the pandemic. In addition to increased demand for advanced logistics skills and growth in advanced manufacturing as critical commodity production is “re-shored,” the Internet of Things will become more critical to creating chains that are both efficient and resilient.

The Green Economy

Despite the political reluctance to act on climate change, utilities and consumers are already placing their bets on renewable energy. Seventy percent of the new electricity generation expected to come online in 2021 is projected to be from solar and wind power.⁶ More aggressive moves by the incoming Biden administration to act on climate and improve the nation’s energy infrastructure could speed the shift.

The Remote Economy

As more work gets performed remotely, there will be growing dependence on the data and software that are the key underpinnings of the remote economy. Expertise in cloud computing and network systems are the drivers here, but over time

⁴ Burning Glass Technologies, “Beyond Tech: The Rising Demand for IT Skills in Non-Tech Industries,” August 2019, <https://www.burning-glass.com/research-project/beyond-tech/>

⁵ Burning Glass Technologies, “The Hybrid Job Economy: How New Skills are Rewriting the DNA of the Job Market,” January 2019, <https://www.burning-glass.com/research-project/hybrid-jobs/>

⁶ Energy Information Administration, “Renewables account for most new U.S. electricity generating capacity in 2021,” Jan. 11, 2021, <https://www.eia.gov/todayinenergy/detail.php?id=46416>

artificial and virtual reality will play a larger role.

The Automated Economy

The pandemic won't slow down the adoption of automation and artificial intelligence—if anything it will accelerate the trend. Employers will prioritize automation over hiring back low-value workers. Jobs developing—and driving—automation will thrive.

By our calculations, these five economies will drive anywhere from 15.5 million to 18 million job openings over the next five years.

The Three Scenarios

While each of these economies has the potential to be a significant economic dynamo, none of them is entirely new. At the outset of the pandemic, these five economies comprised nearly 5 million jobs in total, an increase of 48% over the prior five years. That's roughly in line with the increase in job openings across the entire economy.⁷

Not all of these five economies grew at the same rate, however. Roles in the automated economy rose 19% annually, while those in the more staid logistics economy grew only 3% annually.

But, even for those economies that had been on a slow growth trajectory, there is every reason they should evolve and accelerate in the years ahead. So the

Table 2: Economy Growth Over Five Years

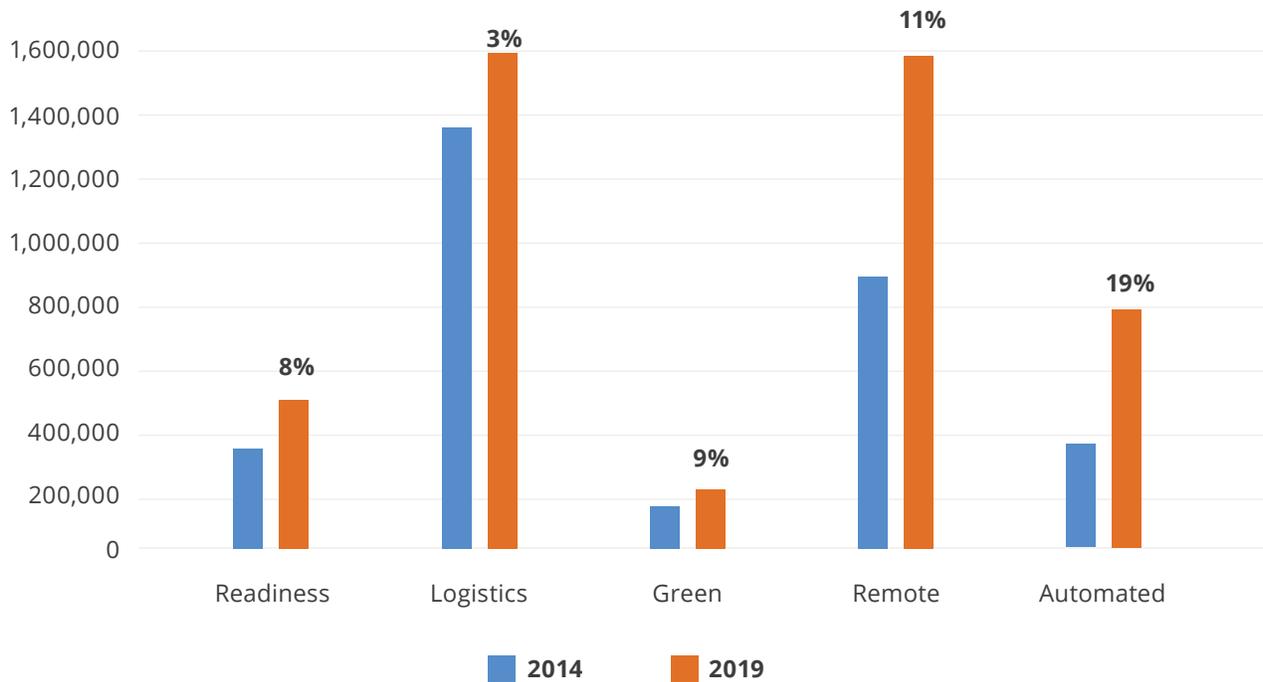
Economy	2014 Demand	2019 Demand	Annualized Growth Based on Net Job Posts
Readiness	343,643	496,942	8%
Logistics	1,368,065	1,590,399	3%
Green	162,938	240,416	9%
Remote	944,834	1,559,754	11%
Automated	349,025	806,401	19%
All Economies	3,168,505	4,693,912	9%
US	23,972,284	35,229,843	8%

Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

⁷ Estimates based on the federal government's JOLTS data

question is how quickly they will grow. Based on our estimates, these roles could account for 15.5 million to 18 million job openings over the next five years. The lower, or baseline, projection assumes growth continues as it has for the past five years. The other two scenarios envision growth rates increasing by 25% and 50%, respectively.

Figure 5: Annualized Growth, 2014-2019, Based on Net Job Posts



Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

Table 3: Growth Rate Scenarios by Economy

Economy	Baseline Scenario		25% Increase Scenario		50% Increase Scenario	
	Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection
Readiness	8%	1,562,994	10.08%	1,657,439	12.10%	1,756,874
Logistics	3%	4,337,261	4.03%	4,442,036	4.83%	4,549,046
Green	9%	766,323	10.66%	815,248	12.79%	866,902
Remote	11%	5,359,159	13.89%	5,804,660	16.67%	6,282,331
Automated	19%	3,489,665	24.01%	3,988,786	28.82%	4,548,798

Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

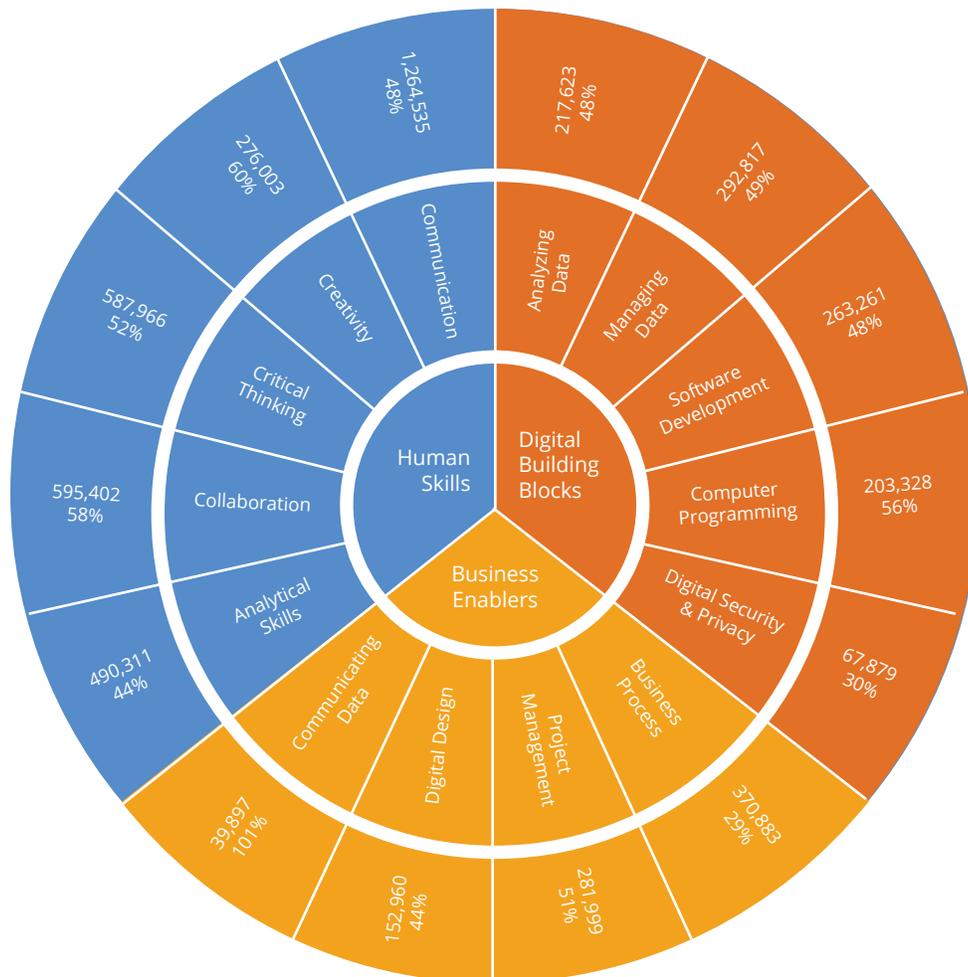
Common Threads: Building Apps, Analyzing Data & Managing Change

Certain roles, and certain skills, cross over different economies—not a surprise since technological change is driving transformation everywhere. But it is a reminder that the skills demanded in a specific role are often a combination of technical ability, human or “soft” skills, and specific industry knowledge.

Software developers are a prime example. All of the five economies have strong demand for developers as they rush to implement new technologies. But there’s no such thing as a generic software developer. In addition to specific programming languages, developers need to understand the business case they are working on. A health care app has different demands than a supply chain management app or a financial services app.

Figure 6: 14 Foundational Skills Key for All Graduates

These 14 skills are in high demand both for digitally intensive jobs and the wider economy. The outer ring shows the total open entry-level postings (March 2019-Feb. 2020) and the growth in number of postings (2017-2019).



Another consistent theme is project management. Any organization values the ability to get things done. And the larger the changes involved, the more employers need workers who can get them done efficiently.

Finally, the new insights provided by big data analytics are reshaping what organizations know and how they can act on that insight. Data science and analytics skills will be prized across sectors.

Previous Burning Glass research has shown that a success across occupations has come to depend on a set of New Foundational Skills: a combination of digital skills, human skills, and business skills.⁸ These skill sets allow workers to keep up with new technologies, collaborate in teams, and solve practical business problems. That combination of skills holds true across the economies we examine here.

The Middle-Skill Imperative

Throughout this report, we have worked to call out not only the high-skill jobs that we expect to grow but also those middle-skill jobs with promise. One of the concerns about a so-called “K-shaped” recovery is that jobs for college-educated, high-skill workers will come back much faster than those for lower-skill workers. Even before the COVID crisis, however, technology has been “hollowing out” the job market, with middle-skill jobs more likely to be offshored or replaced by technology, while high- and

lower-skill jobs gain. Middle-skill jobs have historically been the ones that propel and keep families in the middle class. With only one-third of Americans holding a college degree, this has profound implications for equity and prosperity.

There are middle-skill opportunities in each of the five economies. Automation may be a prime culprit in the “hollowing out” of middle-skill jobs, but there will still be jobs in this field that don’t require a college degree. Robotics Technicians, Repair Technicians, and Automotive Service Technicians are all occupations that will increasingly require knowledge of AI and robotics. The demand for these roles in AI is currently small but will be essential once the field gets rolling—everything eventually needs to be repaired.

Biotechnology, infrastructure, green industries, and health care also have middle-skill opportunities. Biotechnology, for example, has a significant number of high-skill manufacturing roles. Solar panels and wind turbines need to be installed and maintained. And there also will be sales and business development opportunities.

But it is true that more sophisticated skills will, in most cases, be the driving force in these fields. These have tended to be college-level roles in the eyes of employers. But even when the skills may not require a college degree, they may well require retraining for middle-skill workers to keep up.

⁸ Burning Glass Technologies, “The New Foundational Skills of the Digital Economy,” March 2019, <https://www.burning-glass.com/research-project/new-foundational-skills/>

3

The Readiness Economy

Public health will undoubtedly be a national priority in the aftermath of the pandemic, for much the same reason that energy dominated 1970s policy after the OPEC oil embargo, or terrorism took first place after 9/11: The scars are still fresh, and the problem urgent.

Expanding public health capacity, while perhaps daunting, is also a well-defined challenge. There are clear credentialing requirements, training organizations, and talent pipelines to provide the nation with more nurses, medical technicians, coders, and other roles.

But the focus of readiness efforts will not be solely on public health problems for the simple reason that such a course is excessively narrow in its awareness of vulnerability. Scenarios that were formerly the province of specialists and screenwriters will likely become priorities. Institutions will rethink how they guard against a range of potential crises, such as

cybersecurity breaches, power grid failure, or environmental catastrophe. Readiness against these threats is likely to become a standard part of strategic planning.

But planning means little without the talent in place to carry it out.

Out of the five we examined, the Readiness Economy has the richest opportunities for middle-skill workers. Specialized training may be required but many of these roles already have talent supply chains that can be expanded to fill the need.

Sectors of the Readiness Economy

Biotechnology

Rapidly changing virus mutations and variants have demonstrated that biotechnology roles, including scientists, researchers, and manufacturers, will be in high demand.

Cybersecurity

Private companies and governments alike have succumbed to cyberattacks as an increasing amount of work has moved online. Cybersecurity roles will lead the way in ensuring businesses and the public sector are ready for future global crises.



Infrastructure

Infrastructure will be key to disaster preparedness, including utility workers, engineers, and others who maintain essential systems.

Public Health

Limited access to COVID testing and slow vaccine rollouts have shown that our public health capacity needs a boost. In addition to those in the medical sector, this will include public outreach and communications.

Table 4: The Readiness Economy

Sector	Demand	Employment	Median Salary	Baseline Scenario		25% Increase Scenario		50% Increase Scenario	
				Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection
Biotechnology	38,148	115,920	\$61,455	1.74%	112,995	2.18%	114,471	2.61%	115,963
Cybersecurity	62,271	118,203	\$83,175	37.41%	602,667	46.76%	767,219	56.11%	968,587
Infrastructure	329,671	1,242,891	\$54,910	6.32%	1,096,098	7.90%	1,148,008	9.48%	1,202,075
Public Health*	5,428	20,173	\$56,179	-13.67%	9,870	1.00%	15,468	2.00%	15,937

Note: Overall economy demand is less than the sum of each sector’s demand because some job postings appear in multiple sectors.

*Scenarios have been updated to 1% growth and 2% growth to reflect predicted shift towards this sector.

Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

4

The Logistics Economy

Most people don't think about supply chains until they break—and global supply chains broke down dramatically in the wake of the pandemic. Global restrictions on movement and sudden shifts in demand left some suppliers overstretched and others with bare shelves. For example, back in March when restaurants closed and people stocked up on food, consumer spending shifted to grocery shopping by 29% and away from restaurants by 27%. But food couldn't just be shifted from restaurants to supermarkets; restaurant packaging and containers are different in size, price, and brand.⁹

Creating more resilient supply chains is a highly sophisticated endeavor that affects jobs from data analytics to the warehouse floor.

While this has been the slowest-growing sector of the five economies, there is

actually a significant amount of overlap between the jobs and skills in demand here and in the Automated Economy. The primary reason is the rise of a field called Industrial Big Data Analytics, which sifts the manufacturing data produced by the Internet of Things to improve operations.¹⁰ Put in that perspective, it is perhaps less surprising that one of this economy's fastest growing skills will be for data privacy. The more supply chains are driven by data collected from the Internet of Things, the more privacy concerns will arise.

As a result, the rise of this economy is likely to drive as much of a surge in demand across all sectors for Business Intelligence Analysts and for Software Developers as for more traditional logistics roles, with similar rates of growth for technical roles like Computer Systems Engineers, and Network Engineers. But there will also be increased demand for Supply Chain Managers

9 McKinsey & Co., "US food supply chain: Disruptions and implications from COVID-19," July 2, 2020, <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/us-food-supply-chain-disruptions-and-implications-from-covid-19>

10 Journal of Big Data, "Predictive big data analytics for supply chain demand forecasting: methods, applications, and research opportunities," July 25, 2020, <https://journalofbigdata.springeropen.com/articles/10.1186/s40537-020-00329-2>

and sales-oriented roles like Business Development Managers.

Demand for millions of warehouse and delivery workers surged during the pandemic, and it is reasonable to believe that demand in these roles will remain strong as a much higher proportion of Americans work from home (see the Remote Economy). But those roles are not likely to drive change in this sector, nor are the skill demands expected to shift. The challenge for middle-skill workers in this sector will be

in gaining the skills to move up or move on. Some roles, such as Supply Chain Managers and Sales Representatives, may be good options for these workers with additional training.

Sectors of the Logistics Economy

Industrial Big Data Analytics

New data management and data analysis will be required to handle the huge output of data from manufacturing across systems and applications.

Table 5: The Logistics Economy

Sector	Demand	Employment	Median Salary	Baseline Scenario		25% Increase Scenario		50% Increase Scenario	
				Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection
Industrial Big Data Analytics	244,190	580,403	\$56,410	2.46%	716,091	3.07%	729,294	3.69%	742,713
IoT and Specifically in Supply Chain	340,181	861,652	\$52,700	1.74%	976,308	2.17%	989,035	2.61%	1,001,909
Logistics and Supply Chain Management	899,661	3,639,400	\$42,580	3.14%	2,452,608	3.93%	2,510,387	4.71%	2,569,369
Manufacturing of Pharma	176,908	583,603	\$54,536	4.43%	570,633	5.53%	589,576	6.64%	609,073
Manufacturing of PPE and Medical Equipment	91,974	312,631	\$49,061	9.71%	317,055	12.14%	340,104	14.57%	364,614

Note: Overall economy demand is less than the sum of each sector's demand because some job postings appear in multiple sectors.

Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

Internet of Things (specifically in Supply Chain Management)

IoT technology that fuels cloud services, mobile computing, and analytics has already changed the logistics economy. This will continue to impact asset tracking, inventory and warehouse management, and fleet management.

Logistics and Supply Chain Management

Product managers, analysts, and other analytical roles will be in high demand to bring together technical skills and an understanding of available infrastructure.

Manufacturing of Pharma

As the race to manufacture vaccines and new treatments for COVID and its variants continues, manufacturing of pharmaceuticals will become increasingly important.

Manufacturing of PPE and Medical Equipment

Shortages of masks and other PPE throughout the pandemic have contributed to some of this manufacturing being “on-shored” and returned to U.S. locations, a trend that is likely to continue.



5

The Green Economy

The challenge of the green economy is largely one of scale and speed. Fossil fuel infrastructure is deeply embedded in the economy. President Biden has called for carbon-free electricity by 2035 and 100% clean energy by 2050 (many other industrialized nations have made similar pledges). General Motors has announced it intends its entire product line to be off gasoline and diesel fuel by 2035.¹¹ Yet today the U.S. is still overwhelmingly dependent on fossil fuels, with roughly 80% of all our energy coming from oil, natural gas, and coal.

The economic trend is green, even without additional incentives. Even before the recent announcement, the growth in energy use was expected to be in renewables, with baseline government projections estimating that 38% of all electricity generation will be from renewables by 2050.¹² Although solar installations—and energy use in general—took a major dive in the second quarter of 2020 because of the pandemic, it's

significant that solar made up the difference and then some in the rest of the year.¹³

In fact, despite the pandemic, demand increased for Solar Sales Representatives (up 70%) and Solar Installers (up 56%) between 2019 and 2020. These jobs don't require a bachelor's degree and pay well. There are other sub-BA roles that have good prospects in this field, such as Wind Turbine Technicians and Environmental Technicians.

There are other signs that the green economy held onto its growth potential in the pandemic. Demand for alternative energy managers continued to grow (88%), as did Financial Analysts (68%) and Engineering Managers (61%). Postings for some roles, such as Environmental Engineers and Environmental Planners, fell roughly 22% from 2019 to 2020, but could rebound as the economy recovers.

11 Wall Street Journal, "GM to Phase Out Gas- and Diesel-Powered Vehicles by 2035," Jan. 28, 2021, <https://www.wsj.com/articles/gm-sets-2035-target-to-phase-out-gas-and-diesel-powered-vehicles-globally-11611850343>

12 Energy Information Administration, Annual Energy Outlook 2020, <https://www.eia.gov/outlooks/aeo/>

13 SEIA/Wood Mackenzie Power & Renewables, "U.S. Solar Market Insight Q4 2020, Dec. 15, 2020 <https://www.seia.org/research-resources/solar-market-insight-report-2020-q4>

In many ways, the green economy overlaps with the infrastructure demands of the readiness economy. If, for example, the U.S. moves more toward electric cars, then it will need a network of charging stations to rival the corner gas station. President Biden has already proposed adding 500,000 new charging stations around the country,

which is nearly five times the number of gas stations in the U.S.^{14,15} Such an effort would create jobs, but the skills involved would be those already found among construction workers and electricians. A corresponding decline in gasoline vehicles would create jobs for environmental technicians to decommission gas stations.

Table 6: The Green Economy

Sector	Demand	Employment	Median Salary	Baseline Scenario		25% Increase Scenario		50% Increase Scenario	
				Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection
Environmental Scientists, Engineers, and Technicians	87,330	516,656	\$52,985	6.08%	266,132	7.60%	278,257	9.12%	290,868
Fuel Cell and Nuclear	10,801	57,670	\$72,193	7.60%	41,678	9.49%	44,050	11.39%	46,539
Natural Resource Conservation*	20,504	111,204	\$43,126	-3.11%	44,446	1.00%	50,295	2.00%	51,819
Pollution Removal, Waste Management, and Recycling	26,165	336,975	\$38,874	11.81%	93,400	14.76%	101,651	17.72%	110,534
Renewable Energy	92,008	410,422	\$52,639	14.86%	377,702	18.58%	419,616	22.29%	465,535

Notes: Overall economy demand is less than the sum of each sector's demand because some job postings appear in multiple sectors.

* Scenarios have been updated to 1% growth and 2% growth to reflect predicted shift towards this sector.

Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

14 CNET, "Biden administration promises an EV era, new world for the auto industry," Jan. 20, 2021, <https://www.cnet.com/roadshow/news/joe-biden-administration-ev-autos-transportation-infrastructure/>

15 There were 111,000 U.S. retail locations that sold gasoline in 2016. Statista.com, "Number of gasoline station establishments in the United States from 2013 to 2016," March 5, 2020, <https://www.statista.com/statistics/525107/number-of-gasoline-stations-in-the-united-states/>

Sectors of the Green Economy

Environmental Scientists, Engineers, and Technicians

This sector includes jobs focused on studying the health of the environment and ways in which we can move to a more sustainable future. Public and private investment in this field is expected to surge as federal policy shifts.

Renewable Energy

Investment in renewable or clean energy sector is expected to increase under the new administration. This will drive hiring in the sector mostly for individuals specialized in solar and wind energy. New technological advances could also create jobs for those who specialize in other alternative energy sources such as geothermal or biofuels.

Fuel Cell and Nuclear

Nuclear power is controversial but remains the world's largest source of non-fossil fuel energy. Fuel cells, while only in limited use, have potential as a clean energy source. In addition, as the pandemic drives funds into health care, we also expect to see a proliferation of nuclear-based technologies in medicine.

Pollution Removal, Waste Management, and Recycling

As the world grinded to a halt under lockdown orders and the smog of pollution cleared the air and fuel waste cleared from waterways, we got a view of what could be if we manage to keep pollution and waste under control. This, along with the march to alternative energy, will boost hiring in this sector.¹⁶

Natural Resource Conservation

This includes jobs that aim to preserve the Earth's natural resources and habitats. This sector is driven by government spending and regulation and is expected to increase during the Biden administration.



¹⁶ "NASA Model Reveals How Much COVID-related Pollution Levels Deviated from the Norm," NASA Earth Sciences News Team, Nov. 17, 2020, <https://www.nasa.gov/feature/goddard/2020/nasa-model-reveals-how-much-covid-related-pollution-levels-deviated-from-the-norm>

6

The Remote Economy

The pandemic plunged both work and school into a massive adoption of remote technology—one that is likely to stick. But it also comes with a lot of questions still to be answered.

“Zoombombing,” or hijacking a videoconference session, was an annoying and sometimes offensive hacking threat that arose during the pandemic, but not a particularly dangerous one. Yet it was indicative of the problem: Organizations that had spent huge sums securing their corporate systems now had all of their employees working from home, using unsecure personal devices, badly configured home Wi-Fi networks, and applications that were never designed for widespread use. Effectively, millions of new security holes opened overnight.

“Security Operations Centers (SOCs) have been designed to look for anomalous behaviors; today, SOCs are operating with impaired visibility because everything looks

anomalous,” said cybersecurity experts at the World Economic Forum.¹⁷

Cloud computing and network systems roles are the drivers of the Remote Economy, but artificial and virtual reality is the future of the sector. The more people learn and work from home, the more they will want to recreate the in-person experience—or at least have a richer virtual one.

At this point, the remote economy is primarily a college-educated economy. There will likely be some increased demand for customer service reps and truck drivers, but these are also under threat by the advances in the automated economy.

There is, however, a demand for sales and marketing roles across sectors—many of which are roles that may ask for a bachelor’s degree but may not actually need one. Additional targeted training could open up these roles to a wider pool.

¹⁷ World Economic Forum, “5 principles for effective cybersecurity leadership in a post-COVID world”, May 26, 2020, <https://www.weforum.org/agenda/2020/05/principles-for-effective-cybersecurity-leadership-covid-19-coronavirus-pandemic-cyberattacks-cyber-risk-security-cloud-technology/>

Sectors of the Remote Economy

AR/VR

With workers at home, AR and VR technologies will help employees collaborate and connect with their colleagues from far-flung locations. New sectors, such as medical appointments, may also move toward using AR/VR technology to perform remote work.

Cloud

Prior to the pandemic, cloud technology was already on the rise. This will continue to be imperative to supporting the remote economy.

E-Commerce

As more people work from home, shopping habits will continue to shift from in-person to online. With the expansion of the

e-commerce sector comes an increased need for logistics, enhancing the logistics economy.

EdTech

Students and parents have experienced a number of experimental education technology platforms throughout the pandemic thus far. With remote learning potentially necessary in the future, new developments in EdTech will meet the needs for better online curriculum development and execution. This will also accelerate to the shift in higher-ed toward micro-credentials and certificates.

Network Systems

In order to keep the remote economy going, Network Administrators and other IT roles will become more pivotal to ensuring a productive workforce.

Table 7: The Remote Economy

Sector	Demand	Employment	Median Salary	Baseline Scenario		25% Increase Scenario		50% Increase Scenario	
				Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection
AR/VR	59,531	131,039	\$66,058	33.57%	422,725	41.96%	526,820	50.35%	652,092
Cloud	288,694	451,479	\$79,799	32.10%	1,832,051	40.12%	2,264,233	48.15%	2,780,911
E-Commerce	92,244	349,404	\$57,725	27.81%	545,277	34.76%	657,280	41.71%	788,531
EdTech	18,454	87,792	\$52,069	23.63%	100,854	29.54%	118,532	35.45%	138,828
Network Systems	1,201,305	2,651,109	\$74,187	7.32%	3,608,721	9.15%	3,806,741	10.99%	4,014,276

Note: Overall economy demand is less than the sum of each sector's demand because some job postings appear in multiple sectors.

Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

7

The Automated Economy

Automation and artificial intelligence were going to reshape the world of work whether the pandemic happened or not. What the pandemic has done is sharply accelerate the advantages of automating jobs.

The ultimate impact of automation on the job market is still a question mark. The seminal work on the risk of automation estimates half of all jobs could be automated, but that doesn't mean they will be.¹⁸ A recent study by MIT found that more jobs will be changed by automation than created or destroyed—and based on our study of job postings, we agree.¹⁹

In the near term, however, the most certain impact is on roles that create and maintain automation systems. Many of the skills in demand for these roles are similar whether the specific field is health care, robotics, or finance. Kubernetes, TensorFlow, Docker Software, and Deep Learning appear

regularly in job descriptions. Deep Learning, Computer Vision, and Autonomous Driving, however, do have a distinctive set of skills apart from AI in general.

Besides Software Developers, some of the essential roles here are likely to be Data Scientists, Network Engineers, and Product Managers.

Sectors of the Automated Economy

AI and Robotics in Health Care

This includes jobs that use artificial intelligence or robotics to assist health care workers. For example, AI can potentially be used to improve the accuracy of medical diagnoses and discover new drug therapies. Robotics can be used to perform long-distance surgery (doctor and patient no longer have to be in the same hospital) and

18 Oxford Martin School, "Automation and the future of work – understanding the numbers," April 13 2018, <https://www.oxfordmartin.ox.ac.uk/blog/automation-and-the-future-of-work-understanding-the-numbers/>

19 MIT Work of the Future, "The Work of the Future: Building Better Jobs in an Age of Intelligent Machines," Nov. 17, 2020, <https://workofthefuture.mit.edu/research-post/the-work-of-the-future-building-better-jobs-in-an-age-of-intelligent-machines/>

increase surgical precision. We expect the use of these technologies to proliferate as the health care industry looks for ways to treat patients remotely, predict ailments more accurately, and develop treatments more quickly.

AI in Finance and Investment

This sector includes jobs that use artificial intelligence to help bankers and investors make sound financial decisions. In particular, AI in finance enhances the ability to calculate

risk. This technology is also a substitute to workers in this field as it reduces the time, cost, and error associated with manual risk calculation. As the pandemic laid ruin to financial markets, we expect the industry to increase the adaptation of these technologies.

AI, Natural Language Processing (NLP), and Machine Learning

This is a broad sector and covers a range of jobs from developers to workers who use

Table 8: The Automated Economy

Sector	Demand	Employment	Median Salary	Baseline Scenario		25% Increase Scenario		50% Increase Scenario	
				Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection	Growth Rate	5-Year Openings Projection
AI and Robotics in Healthcare	98,512	233,785	\$55,255	8.41%	321,697	10.52%	341,970	12.62%	363,359
AI in Finance & Investment	130,271	259,173	\$73,483	12.90%	507,408	16.12%	556,332	19.35%	609,338
AI, Natural Language Processing & Machine Learning	251,079	466,341	\$69,540	39.80%	2,096,055	49.75%	2,702,873	59.70%	3,452,926
Computer Vision & Autonomous Driving	112,050	473,697	\$45,105	19.19%	512,530	23.99%	585,768	28.79%	667,933
Robotics & Process Automation	246,180	640,813	\$60,406	19.30%	1,143,090	24.13%	1,307,359	28.96%	1,491,759

Note: Overall economy demand is less than the sum of each sector's demand because some job postings appear in multiple sectors.

Sources: Burning Glass Technologies job posting data and Bureau of Labor Statistics JOLTS data.

the technology to enhance their productivity and capacity. Natural Language Processing, for example, has become increasingly important in customer service departments to increase capacity and handle surges in calls. NLP technology can often handle routine requests from customers and more efficiently get customers to the right representative.

Computer Vision and Autonomous Driving

This includes jobs that are mostly focused on research and development of these technologies. The surge of online shopping amid the pandemic has strained shipping, delivery, and other vehicle-for-hire services. This has pushed investment in autonomous vehicles as companies look for ways to increase capacity.

Robotics and Process Automation

Robotics and Process Automation covers robotics and artificial intelligence as it relates to manufacturing and production. While this sector will create high-paying jobs for developers of this technology, it will likely replace factory workers.



8

Implications

The world's response to the pandemic was a failure of preparedness. The recovery from the pandemic should not suffer from the same failure. Understanding the direction of skill change allows policymakers, employers, and educators to fashion a response that can speed the recovery.

A central part of this response should involve career pathways—mapping out the shortest, most cost-effective ways to reskill displaced workers. In this approach, workers would build on the skills they already have to get to “adjacent” jobs that offer better prospects for pay and promotion. This can lead to a far more strategic approach to career development.

For example, a retail worker in an electronics store could, with the addition of some basic computer skills, move on to customer support, and then to a Computer User Support Specialist. This kind of “help desk” job is a good gateway to an IT career, and particularly to the networking and cybersecurity roles needed in the recovery economies we have identified.

In research conducted for the World Economic Forum by Burning Glass and BCG, we found that this reskilling strategy was a far more cost-effective solution for governments than traditional public support, and more cost-effective for business than firing and rehiring workers as skill needs change. As for the workers themselves, our report found that with reskilling, workers at risk of automation could expand their career options fivefold, with the opportunity to increase income by up to \$15,000.

Without reskilling, one in four workers would see their income drop by \$8,600.²⁰

Policymakers

No one savors the idea of a K-shaped recovery where the skilled prosper and the less-skilled do not. That takes us toward an economy that is not only less equitable but also less prosperous. A successful economy cannot be constantly vulnerable to cyberattacks or other shocks. Nor will businesses be globally competitive if they can't find the skilled workers they need.

20 “Towards a Reskilling Revolution,” January 2018, World Economic Forum, http://www3.weforum.org/docs/WEF_FOW_Reskilling_Revolution.pdf.

Upskilling and reskilling programs can be directed toward building those future skills that offer high value for both businesses and workers. Career pathways can be designed to move displaced workers into more promising roles. And government financial aid can be structured to encourage working learners to pick up individual skills as needed, rather than drop out of the workforce to gain a degree.

Finally, by leveraging the skills likely to drive the recovery, policy can encourage faster, more equitable growth.

Employers

With millions of Americans unemployed, a skills gap may seem a distant prospect. But a million unemployed waitstaff is of little use to an employer who needs a Kubernetes developer. Shortages of key skills can create bottlenecks that can slow a recovery—and with many technical skills, that can also

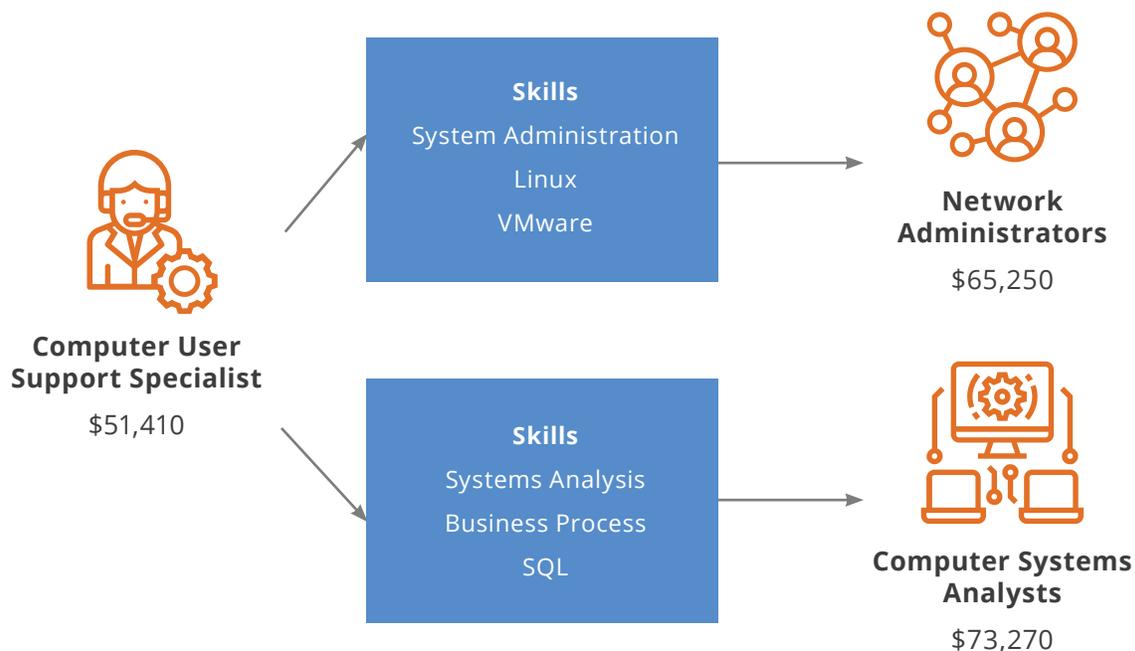
encourage employers to look for remote talent elsewhere.

If employers see these skill demands on the horizon, they can both create more effective talent pipeline externally and internally, preparing their workforces to switch to new and promising technologies.

Educators

The U.S. higher education system is facing an unprecedented financial crisis, but also a great opportunity. There will be significant need for workers to retool and new possibilities for workers to advance up the career ladder. Yet we have a higher education system that is still primarily focused on providing degrees to traditional students. A more flexible, bite-sized approach could give higher education the chance to broaden its base and meet the needs of these new economies.

Figure 7: Job Paths Based on Skills



9

Methodology

We defined four to five sub-sectors for each of the five economies:

- Readiness: Biotech; Public Health; Infrastructure; Cybersecurity
- Logistics: Manufacturing of PPE and Medical Equipment; Manufacturing of Pharma; Logistics and Supply Chain Management; IoT specifically in supply chain; Industrial Big Data Analytics
- Automated: Robotics and process automation jobs; Artificial Intelligence, Natural Language Processing, Machine Learning; Computer vision and autonomous driving; AI (diagnosis) and Robotics in Health Care; AI in Finance and Investment
- Remote Economy: Network engineers/architects/support; AR/VR; Cloud related jobs; E-commerce; EdTech
- Green: Environmental Scientists, Engineers, and Technicians; Fuel Cell and Nuclear; Natural Resource Conservation; Pollution Removal, Waste Management, and Recycling; Renewable Energy

For each sector in each economy, we identify top jobs requiring a bachelor's degree or above (BA+ jobs), top jobs requiring less than a bachelor's (sub-BA jobs), and emerging titles. For each of these occupations, we also identify key emerging skills. This focuses on skills that are growing from 2014 to 2019, some of which may be new skills and some of which are core to the job. Since each sector is unique and distinct, we do not provide a list of skills at the economy level, but rather at the occupation level.

9

Appendix

The roles and skills below are a selection of those likely to underlie each of the five economies. In each case, the roles and skills were selected based on how frequently they are cited in job postings in the relevant fields as well as by our analysis of likely trends.

The Readiness Economy

Table 9: Biotechnology

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Researcher / Research Associate	BA+	1,991	1,913	\$67,807	Gene Therapy qPCR CRISPR Python
Quality Control Analyst	BA+	754	818	\$59,948	Laboratory Testing Gene Therapy Enzyme-Linked Immunosorbent Assay (ELISA)
Biostatistician	BA+	584	1,661	\$124,924	Statistical Programming Quality Assurance and Control Next Generation Sequencing (NGS)
Production Worker	Sub-BA	339	389	\$38,036	Cell Culturing Chemical Engineering Bioreactors

Table 10: Cybersecurity

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Cyber / Information Security Engineer / Analyst	BA+	30,640	31,086	\$97,598	Platform as a Service (PaaS) Infrastructure as a Service (IaaS) Microsoft Azure CyberArk Cloud Architecture
Software Developer / Engineer	BA+	4,262	4,456	\$105,760	Risk Management Framework Nessus CyberArk
Technology Consultant	BA+	1,036	864	\$107,551	Information Security Cybersecurity Assessment Penetration Testing Threat Analysis

Table 11: Infrastructure

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Civil Engineer	BA+	21,605	17,318	\$82,343	Municipal Engineer Forensic Engineering SketchUp Community Development
Computer Systems Engineer / Architect	BA+	7,973	7,268	\$102,226	SysML Ansible Cloud Architecture Chef Infrastructure Automation
Mechanical Engineer	BA+	7,873	4,901	\$81,695	3D Printing / Additive Manufacturing (AM) 3D rendering Office Automation
CAD Designer / Drafter	Sub-BA	3,650	2,430	\$48,329	Geographic Information System (GIS) Information Systems Land Survey Computer-Aided Design (CAD) Software
General Engineering Technician / Technologist	Sub-BA	3,200	2,626	\$52,868	Welding Masonry Nondestructive Testing (NDT)

Table 12: Public Health

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Physician	BA+	332	306	\$174,451	Influenza Disease Prevention Vaccination Emergency Medicine
Family / School / General Social Worker	BA+	158	218	\$51,406	Mental Health Influenza Needs Assessment
Registered Nurse	Sub-BA	724	748	\$63,943	Influenza Anesthesiology Communicable Disease knowledge

The Logistics Economy

Table 13: Industrial Big Data Analytics

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Business / Management Analyst	BA+	9,866	8,279	\$91,472	Data Privacy Python Tableau
Sales Representative	BA+	6,212	3,631	\$59,746	Information Systems Data Privacy Data Security
Customer Service Representative	Sub-BA	2,511	2,342	\$33,543	Big Data Analytics Big Data Business-to-Business

Table 14: IoT and Specifically in Supply Chain

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Business Development / Sales Manager	BA+	6,614	4,795	\$94,914	Internet of Things (IoT) Machine Learning Tableau
Project Manager	BA+	6,476	4,345	\$93,039	Data Security Data Privacy Big Data Tableau
Production Worker	Sub-BA	1,438	1,437	\$32,407	Quality Assurance and Control Information Security Electromechanical Assemblies

Table 15: Logistics and Supply Chain Management

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Logistics / Supply Chain Analyst	BA+	1,797	1,599	\$55,211	Tableau Operations Analysis Change Management Network Hardware/ Software Maintenance
Network Engineer / Architect	BA+	1,307	1,164	\$92,568	Warehouse Management Systems Supply Chain Planning Infrastructure as a Service (IaaS) Management Consulting
Warehouse / Distribution Supervisor	Sub-BA	5,430	7,009	\$39,293	Operations Management Process Improvement Key Performance Indicators (KPIs) Third-Party Logistics (3PL) Programs

Table 16: Manufacturing of Pharma

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Researcher / Research Associate	BA+	4,255	4,617	\$72,158	Genomics Data Science Machine Learning Predictive Models
Chemical / Process Engineer	BA+	2,392	2,326	\$83,898	Cell Therapy Immune System Gene Therapy Python
Laboratory Technician	Sub-BA	2,449	2,508	\$35,878	Inventory Management Inventory Control Informed Consent Procedures

Table 17: Manufacturing of PPE and Medical Equipment

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Account Manager / Representative	BA+	1,977	1,666	\$68,532	Toxicology Complex Sales Business-to-Business Sales
Regulatory Affairs Specialist	BA+	1,209	1,311	\$68,853	Negotiation Skills Good Clinical Practices (GCP) External Auditing
Production Worker	Sub-BA	1,503	1,428	\$28,350	ISO 14001 Standards Quality Management Ergonomics

The Green Economy

Table 18: Environmental Scientists, Engineers, and Technicians

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Sustainability Specialist	BA+	2,360	2,260	\$73,305	Cost Estimation Hydrology Sustainable Design
Energy Engineer	BA+	2,290	1,872	\$82,666	Python Photovoltaic (PV) Systems Carbon Reduction
Environmental Technician	Sub-BA	10,813	10,244	\$34,387	Performance Analysis Process Control Emissions Monitoring

Table 19: Fuel Cell and Nuclear

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Nuclear Engineer	BA+	775	904	\$113,385	Ionizing Radiation Performance Analysis Environmental Restoration Machine Operation
Mechanical Engineer	BA+	384	350	\$59,873	Python Power Plant Systems Machinery
Power Distributor / Plant Operator	Sub-BA	951	928	\$53,128	SQL Data Warehousing Extraction Transformation and Loading (ETL) Schematic Diagrams

Table 20: Natural Resource Conservation

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Forester	BA+	3,376	3,153	\$41,572	Environmental Science Geographic Information System (GIS) Data
Wildlife Biologist	BA+	2,973	2,701	\$46,652	Construction Monitoring Environmental Restoration AutoCAD Debris and Litter Control
Forest / Conservation Technician	Sub-BA	5,104	5,013	\$35,855	Disaster Response Database Management Survey Instruments

Table 21: Pollution Removal, Waste Management, and Recycling

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Water / Wastewater Engineer	BA+	5,330	4,718	\$82,016	Hydraulic Engineering Python Esri Software Urban Planning
Water Treatment Specialist / Waste Water Operator	Sub-BA	6,766	6,783	\$39,464	Plant Safety Ion Exchange Analytical Testing
Hazardous Materials Worker	Sub-BA	3,645	4,192	\$35,042	Debris and Litter Control Equipment Maintenance

Table 22: Renewable Energy

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Software Developer / Engineer	BA+	1,840	1,478	\$94,093	NoSQL Energy Conservation Machine Learning
Energy Analyst / Auditor	BA+	873	701	\$70,012	Sales Energy Consulting Python
Solar Sales Representative	Sub-BA	7,083	12,089	\$41,097	Renewable Energy Energy Sales Energy Consulting
Solar Installer	Sub-BA	4,679	7,344	\$33,761	Roofing Solar Systems Electrical Work

The Remote Economy

Table 23: AR/VR

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Hardware Engineer	BA+	1,492	1,344	\$113,856	Deep Learning Robotics Lidar Convolutional Neural Network (CNN)
Mobile Applications Developer	BA+	855	488	\$108,114	Swift (Programming Language) Machine Learning Artificial Intelligence Internet of Things (IoT)
Customer Service Representative	Sub-BA	116	128	\$39,698	Virtual Reality (VR) Graphics Processing Units (GPU) Key Performance Indicators (KPIs)

Table 24: Cloud

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Network Engineer / Architect	BA+	19,960	19,790	\$118,137	Internet of Things (IoT) AWS CloudFormation Artificial Intelligence IBM Cloud Oracle Cloud
Cyber / Information Security Engineer / Analyst	BA+	13,881	15,676	\$111,539	Cloud Architecture Cloud Security Application Puppet
Web Developer	BA+	8,385	10,052	\$95,805	Laravel Django Microsoft Certified Professional Azure Flask Swift (Programming Language)
Repair / Service Technician	Sub-BA	534	649	\$88,526	ServiceNow IBM Cloud Microsoft Visio

Table 25: E-Commerce

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Marketing Manager	BA+	1,531	1,323	\$79,393	Tableau
Account Manager / Representative	BA+	833	960	\$78,627	Client Base Retention Direct Sales
Laborer / Warehouse Worker	Sub-BA	13,610	217,871	\$25,181	Lifting Ability
Inventory Associate	Sub-BA	11,222	147,633	\$26,760	E-Commerce Lifting Ability

Table 26: EdTech

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Software Developer / Engineer	BA+	1,119	915	\$101,820	React Javascript Microsoft Azure Functional Programming Multithreaded Programming
Curriculum and Instructional Designer / Developer	BA+	442	452	\$64,221	HTML5 Quality Assurance and Control Videography Student Learning Outcomes
Product Manager	BA+	435	317	\$105,682	Data Science Key Performance Indicators (KPIs) Market Analysis
Bookkeeper / Accounting Clerk	Sub-BA	39	36	\$38,096	Accounts Payable / Accounts Receivable Customer Checkout

Table 27: Network Systems

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Network / Systems Administrator	BA+	131,259	103,295	\$75,830	Microsoft Azure Risk Management Framework Meraki
Security Management Specialist	BA+	20,267	18,548	\$62,669	Surveillance Asset Protection Prevention of Criminal Activity Python
Computer Operator	Sub-BA	3,523	3,273	\$41,066	ServiceNow Performance Management Software Maintenance

The Automated Economy

Table 28: AI and Robotics in Health Care

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Physician	BA+	5,859	6,696	\$226,238	Robotics Surgery
Medical Scientist	BA+	3,106	3,134	\$59,374	Python Machine Learning Data Science Microarrays Proteomics
Health Care Administrator	BA+	2,977	2,908	\$79,252	Tableau Data Science Python R
Researcher/ Research Associate	BA+	796	597	\$58,671	Data Science qPCR Robotics Machine Learning Genomics

Table 29: AI in Finance and Investment

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Financial Quantitative Analyst	BA+	3,170	1,584	\$100,995	Artificial Intelligence Natural Language Processing Machine Learning Data Science Python
Product Manager	BA+	2,010	1,944	\$106,378	Machine Learning Python Data Science Key Performance Indicators (KPIs)
Financial Manager	BA+	1,577	1,430	\$102,370	Artificial Intelligence Data Science Python Machine Learning Robotics

Table 30: AI, Natural Language Processing, and Machine Learning

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Data Scientist	BA+	32,348	25,955	\$117,352	Deep Learning Computer Vision Artificial Intelligence
Researcher / Research Associate	BA+	5,724	5,133	\$93,545	Quantum Computing Genomics Deep Learning
Product Manager	BA+	5,398	4,776	\$118,018	Artificial Intelligence Data Science Python Machine Learning Deep Learning
Marketing Manager	BA+	3,120	2,820	\$101,714	Internet of Things (IoT) Computer Vision Artificial Intelligence IBM Watson
Medical Coder	Sub-BA	405	8	\$52,528	Speech Recognition Coding Quality
Automotive Service Technician / Mechanic	Sub-BA	207	283	\$73,962	Artificial Intelligence Python Machine Learning

Table 31: Computer Vision and Autonomous Driving

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Software Developer / Engineer	BA+	6,398	5,430	\$99,906	Deep Learning Robot Operating System (ROS) Artificial Intelligence Robotics Simultaneous Localization and Mapping (SLAM)
Geographer / GIS Specialist	BA+	3,564	2,901	\$52,886	Machine Learning Hazard Identification Intelligence Analysis Object Oriented Development Software Data Visualization
Hardware Engineer	BA+	867	625	\$109,975	Deep Learning Artificial Intelligence Robotics Robot Operating System (ROS) Machine Learning
Network Engineer / Architect	BA+	537	734	\$101,661	Machine Learning Robotics Lidar Computer Vision Autonomous Systems
Automotive Service Technician / Mechanic	Sub-BA	2,235	2,114	\$51,026	Business Development Vehicle Inspection Customer Contact Repair

Table 32: Robotics and Process Automation

Occupation	Education Level	2019 Demand	2020 Demand	Median Market Salary	Top Skills
Electrical Engineer	BA+	7,860	6,295	\$87,555	Artificial Intelligence Internet of Things (IoT) Electric Vehicle Machine Learning Python Image Processing
Business / Management Analyst	BA+	5,673	4,343	\$92,386	Machine Learning Artificial Intelligence Robotics
Product Manager	BA+	2,659	2,791	\$108,667	Machine Learning Python Robotics Data Science
Robotics Engineer	BA+	2,659	2,490	\$90,473	Motion Planning Python Simultaneous Localization and Mapping (SLAM) Artificial Intelligence Autonomous Systems
Robotics Technician	Sub-BA	3,254	3,168	\$46,316	Microsoft Operating Systems SQL Conveyor Systems Oscilloscopes Servo Drives / Motors
Repair / Service Technician	Sub-BA	2,346	3,284	\$46,762	Performance Analysis Conveyor Systems Electrical Diagrams / Schematics Technical Support Servo Drives / Motors

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Burning Glass Technologies delivers job market analytics that empower employers, workers, and educators to make data-driven decisions. The company's artificial intelligence technology analyzes hundreds of millions of job postings and real-life career transitions to provide insight into labor market patterns. This real-time strategic intelligence offers crucial insights, such as which jobs are most in demand, the specific skills employers need, and the career directions that offer the highest potential for workers. Find out more at burning-glass.com.



Dr. I. Angelov Farooq, Chair

▪ Tim Rainey, Executive Director

▪ Gavin Newsom, Governor

April 21, 2021

Tracie Scott-Contreras
Madera Local Workforce Development Board

SUBJECT: Approval for the Local Board to act as Career Service Provider

Dear Director Scott-Contreras,

The California Workforce Development Board has received and carefully assessed your application to act as the Career Service Provider, in accordance with the criteria established in the Workforce Innovation and Opportunity Act (WIOA) and Workforce Services Directive WSD19-13. We are pleased to inform you that your Local Workforce Development Board has been approved to act as the Career Service Provider, through June 30, 2025.

If you have any additional questions, please contact your Regional Advisor.

Sincerely,

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

TIM RAINEY, Executive Director
California Workforce Development Board

cc: Yvette Quevedo, Regional Advisor